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Aldershot. Senior officers' school

Issued to

STUDENTS AT THE SENIOR OFFICERS' SCHOOL, ALDERSHOT, 1917.

(5TH COURSE.)

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NOTES FOR COMMANDING OFFICERS.

The information contained in this book is simply a collection of some of the circulars which were issued from time to time at the Senior Officers' School, Aldershot.

It was brought to notice that this collection of typewritten circulars had become very bulky, and that it would be a great convenience if certain selected circulars might be re-issued in pamphlet form.

This book has accordingly been printed for the use of those Officers who attended the Fifth Course, and is to be regarded by them as "Confidential." The book is a "Private" publication, and is issued only to subscribers.

COMMANDING OFFICER'S QUARTERS,
MALPLAQUET BARRACKS,
ALDERSHOT.

20th October, 1917.

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Lt.-Col. Beevor, G. P. ...	6th Suffolk Regt. (att. 17th Bn. Essex Regt.).
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Maj. Clayton, C. P., M.C.	2nd Welch Regt.
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Maj. Pretty, F.	1/4th Suffolk Regt.
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Maj. Thin, E. G.	2/10th Liverpool Regt.
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Maj. Unwin, L. B., M.C. ...	4th (att. 25th) Can. Infty.
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Maj. Vernon, H. G.	2nd Bn. Aus. Imp. Force.
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Maj. Wallis, F. A., M.C.	10th R. West Kent Regt.
Maj. Walton, F.	6th Bn. Durham L.I.
Maj. Wansbrough, C. C., D.S.O.	5th Res. Bn. Canadian Infty.
Maj. Warner, K. C. H. ...	2/1st Kent Cyclist Bn.
Maj. Warr, A. E.	16th Bn. Royal Scots.
Lt.-Col. Watson, C. V. ...	Gen. List, Aus. Infty. Depôt.
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Maj. Willis, C. F.	1/5th York. and Lanc. Regt.
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Capt. Wood, E. R., M.C. ...	1st Camb. Regt. (att. 26th Training Reserve Bn.).

Officers Attending Commandants' Conference from 8th October, 1917.

A./Maj. Beacham, R. W., M.C.	Northants Regt. (from 11th Corps Schl. [Chf. Instr.]).
Lt.-Col. Burnyeat	No. 3 R.F.A. School.
Lt.-Col. Carroll, H. A. ...	R. Munster Fus. (from No. 3 O.C. Bn.).
Maj. Clarke, R. H. B. ...	No. 2 R.G.A. Siege Cadet School.
Col. Coles, M.C., C.M.G.	R.W. Surrey Regt. (from No. 8 O.C. Bn.).
Lt.-Col. Craddock, H. F. A.	R. Fusiliers (from Garr. O.C. Bn.).
Lt.-Col. Cunningham, F. G. G.	4th A. and S. Highrs. (from No. 9 O.C. Bn.).
T./Col. Dobbin, H. T. ...	D.C.L.I. (from 4th Army School [Comdt.]).
Col. Edwards, H. J., C.B.	No. 2 O.C. Bn.
Lt.-Col. Green, G. F. ...	Devon Regt. (from No. 10 O.C. Bn.).
Lt.-Col. Harris, O. M., D.S.O.	No. 1 R.G.A. Cadet School.

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Maj. Hay, J. A.	Inns of Court O.T.C.
Maj. Hutchinson, H. M., D.S.O.	Connaught Rangers (from 14th Corps School [Chief Instructor]).
Lt.-Col. King, J. C. R. ...	1st E. Yorks. Regt. (from 19th Corps Schl. [Comdt.]).
Lt.-Col. Morley, L. C. ...	Hampshire Regt. (from No. 16 O.C. Bn.).
Lt.-Col. Moseley, W. H., M.C.	No. 24 O.C. Bn.
T./Lt.-Col. Paine, A. I., C.M.G., D.S.O.	8th Corps School (Comdt.).
Col. Pike, E. L., M.C. ...	Grenadier Gds. (from Household Bde. O.C. Bn.).
Lt.-Col. Powell, G. H. ...	No. 23 O.C. Bn.
Lt.-Col. Ready, B. T. ...	Welch Regt. (from No. 5 O.C. Bn.).
T./Col. Ricketts, P. E., M.V.O., D.S.O.	5th Army School (Comdt.).
Lt.-Col. Sanderson, W. D., D.S.O.	L.N. Lancs. Regt. (from No. 11 O.C. Bn.).
Lt.-Col. Shaw, E. St. L. ...	E. Surrey Regt. (from No. 15 O.C. Bn.).
Lt.-Col. Shirley, W., C.M.G.	Artist Rifles O.T.C.
Lt.-Col. Smith, H. W., D.S.O.	R.W. Surrey Regt. (from No. 21 O.C. Bn.).
Lt.-Col. Spencer-Smith ...	No. 2 R.F.A.
Lt.-Col. Stenning, J. F., C.B.	No. 4 O.C. Bn.
Lt.-Col. Tarleton, F. R. ...	Royal Highlanders (from No. 14 O.C. Bn.).
Lt.-Col. Tidmarsh, R. M. ...	W. Riding Regt. (from No. 13 O.C. Bn.).
Lt.-Col. Trueman, A. P. H.	The Buffs (from No. 1 O.C. Bn.).

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Lt.-Col. Villiers, E. F., C.M.G., D.S.O.	R. Sussex Regt. (from No. 19 O.C. Bn.).
Lt.-Col. Watson, G. V. ...	3rd Essex Regt. (from No. 17 O.C. Bn.).
Lt.-Col. Webber, H.	No. 1 R.F.A. Cadet School.
Lt.-Col. Wild, W. H., D.S.O.	Northumberland Fus. (from No. 18 O.C. Bn.).
Lt.-Col. Williams, R. M., M.C.	York. and Lanc. Regt. (from No. 7 O.C. Bn.).
Lt.-Col. Yates, H. P., D.S.O.	S. Wales Borderers (from No. 6 O.C. Bn.).

Officers Attending Fourth Instructors' Course at Senior Officers' School.

Capt. Abell, J. G.	Leicestershire Regt.
Capt. Agnew, C. G.	26th Bn. Manchester Regt. (att. No. 5 O.C. Bn.).
Capt. Austin, W. M., M.C.	Wiltshire Regt.
Lt. Boothroyd, R. H.	7th (att. 5th) King's Royal Rifle Corps.
Maj. Bradwell, H.	1/7th Bn. Notts and Derby. Regt. (att. No. 8 O.C. Bn.).
Capt. Burlingham, R. H. ...	8th Bn. Worcester. Regt. (att. No. 3 O.C. Bn.).
Capt. Carroll, J. F. J. ...	4th Bn. R. Dublin Fusiliers (att. No. 7 O.C. Bn.).
Lieut. Carroll, S. J. M. ...	4th Bn. R. Dublin Fusiliers.
Lieut. Chaplin, L. F. C. ...	10th Bn. Gloucestershire Rgt.
Capt. Chatterton, E. V. H.	3rd Bn. R. Irish Rifles (att. No. 13 O.C. Bn.).
Capt. Cunliffe, H. H. ...	22nd Bn. Manchester Regt. (att. No. 17 O.C. Bn.).

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Capt. Estill, D. E.	4th Bn. Royal Fusiliers.
Capt. Evans, I. A. E. ...	17th Bn. Welsh Regt.
Capt. Evans, T. A.	5th Bn. Welsh Regt. (att. No. 11 O.C. Bn.).
Capt. Faris, A. P.	Royal Irish Fusiliers.
Capt. Finlinson, A. L. ...	Instr., 10th Corps School, South Staffordshire Regt.
2/Lieut. Francis, A. J. ...	Welsh Regiment.
Maj. Fraser, A. I., D.S.O.	9th Hodson's Horse.
Capt. Gillam, T. H. J. ...	W. Riding Regt. (att. No. 18 O.C. Bn.).
Capt. Goodhart, B. H., M.C.	Wiltshire Regt. (att. No. 15 O.C. Bn.).
Capt. Gordon-Dill, J. M. ...	Machine Gun Corps (att. No. 23 O.C. Bn.).
Capt. Ingliss, H. W. ...	4th Bn. S. Staffordshire Regt.
Capt. Jackson, T.	Highland L.I. (att. No. 6 O.C. Bn.).
Capt. James, O. M., M.C.	1st Bn. E. Surrey Regt.
A./Capt. Keech, A. E. ...	1st Bn. Hon. Artillery Coy.
Capt. Laing-Hay, W. ...	2nd Bn. R. Scots Fusiliers.
Capt. Lane, H. A.	18th Bn. London Regt. (att. 1st Army School).
Capt. Leamon, R. W. ...	12th Bn. York. & Lanc. Regt.
Capt. Linton, R. R.	57th Bn. Aus. Imp. Force.
Capt. Matheson, F. W. ...	Oxf. Univ. O.T.C. (att. No. 4 O.C. Bn.).
Maj. Mayhew, E. W., M.C.	22nd Bn. London Regt. (att. No. 20 O.C. Bn.).
Capt. McArthur, T. H. ...	17th Bn. Cheshire Regt. (att. Garr. O.C. Bn.).
Lieut. Middleton, P. C. ...	2/8th R. Warwickshire Regt.
Capt. Milner, A. D.	9th Bn. Cheshire Regt.
Lieut. Mitchell, J. E. ...	8th Bn. Notts. and Derby. Rgt. (att. 1st Corps School).
Capt. Newman, H. G. ...	1/8th Bn. Worcestershire Rgt.

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Capt. O'Hanlon, G.	6th Bn. Dorsetshire Regt.
Maj. O'Leary, J. McCarthy	1st (att. 3rd) Bn. S. Lancs. Regt.
Lieut. Pym, A. R.	Irish Guards.
Capt. Ralston, C. H., M.C.	Worcestershire Regt. (att. No. 16 O.C. Bn.).
Maj. Rose, A. B.	Manchester Regt. (att. No. 2 O.C. Bn.).
Maj. Sampson, S. J. M., M.C.	London Regt. (Q.V.R.) (att. No. 21 O.C. Bn.).
Maj. Shea, R. P.	5th Bn. Leicestershire Regt. (att. No. 24 O.C. Bn.).
Capt. Spencer, W.	13th Bn. Royal Fusiliers (att. No. 1 O.C. Bn.).
Lieut. Stephens, J. H. ...	5th Bn. E. Lancs. Regt.
Lieut. Stiven, F. W.	6th Bn. Border Regt.
Capt. Strange, G. C. C., M.C.	Royal Scots (att. No. 14 O.C. Bn.).
Capt. Tyndall, W. H. ...	Royal Fusiliers (att. No. 19 O.C. Bn.).
Capt. Wells, F. A.	2nd Bn. Hampshire Regt.
Capt. Westmacott, H. H. S.	1st Auckland Regt., N.Z. Div.
Maj. Wilkie, A. B.	R. Sussex Regt. (att. No. 9 O.C. Bn.).
Maj. Wilkinson, R., D.S.O.	Gloucestershire Regt.
Capt. Wilson, J. S.	15th Canadian Bn.
Capt. Wilson, T. J.	10th Dublin Fusiliers.
Capt. Wood, E. D.	37th Bn. Aus. Imp. Force.
Capt. Young, F. H. McL.	1st Bn. Gloucestershire Regt. (att. No. 10 O.C. Bn.).

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NOTES FOR COMMANDING OFFICERS.

CHAPTER I.

By THE COMMANDANT

PART I.

TRAINING PROGRAMMES.

The following principles are suggested for the Training of Battalions when resting out of the Line :—

1. The Moral Side of Training when in Billets.

(a) The aim and object of every Officer should be to create Moral.

(b) Moral will most assuredly be destroyed if the men, after having undergone a very severe period in the trenches, are overtrained.

(c) The men will be overtrained if the hours of training laid down are either excessive or ill-chosen.

(d) Except when a Battalion is operating away from billets for the day, five hours per diem in the case of the Officers, and four in the case of the men, should be sufficient.

(e) The hours of training will be ill-chosen if they commence before breakfast in the morning, when the men have nothing in their stomachs, or if they go on after dinners when the men, after a full morning's work, are not really in the mood to take in instruction.

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2. The Physical Side of Training when in Billets.

(a) Drill and smartness as a means to an end, the end being to obtain the highest form of efficiency in the field.
(b) The attack from trench to trench and in the open.
(c) The Battalion on the march.
(d) Operations by night.
(e) Field Engineering.
(f) Bayonet.
(g) Grenade.
(h) Musketry.
(i) Lewis Guns.
(j) Gas Duties.

3. The weak point in some systems of training is the omission of any individual instruction of the Instructor before he is turned on to instruct his men. We sometimes see Officers and non-commissioned officers sadly in want of instruction themselves before they are fit to stand up and instruct their men.

Your system of instruction should therefore be based on a preliminary period being devoted to the instruction of Instructors before they are permitted to handle men. For instance, Colonel Snooks orders his Company Commanders to practise the "Attack in the open" on Monday morning. The Officers and non-commissioned officers first of all listen to a lecture on the "Attack in the open," and then they fall in at 9 a.m. as a company themselves, and carry out the attack under Colonel Snooks.

At 10 a.m. the men fall in on parade, when they carry out the attack, under their own Officers and non-commissioned officers, who have just been instructed in this manœuvre. And so with every other subject let it be :—(a) Theory, Demonstration, and Practice by the Instructors, followed by (b) Practice by the men under those Instructors.

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4. The Light Side of Training.

The light side may be best catered for by concentrating on a certain number of miscellaneous forms of amusement, etc., which will give pleasure to the men, and incidentally raise their Moral. The following are suggested :—

(a) A well-thought-out series of Brigade, Battalion, and Company Competitions in every manly form of exercise.

(b) A well-arranged series of Concerts by either the Division or Brigade or Battalion Troupes of Artists.

(c) A well-thought-out series of Lectures given :—

(i.) To the Officers alone.

(ii.) To the Non-commissioned officers alone.

(iii.) To the whole Battalion.

The subjects of these lectures should be varied, and should embrace matters not only affecting training, but also subjects which go to create Moral, i.e., Leadership, the Ethics of the War, the Psychological side of the War, History of the Regiment, etc.

5. General Notes.

If, in addition to the above, attention is also paid to March Discipline and Interior Economy, it will be found that a Battalion is bound to benefit from its period of rest when out of the trenches.

A golden rule is : If you overtrain men they will not be in the mood to respond willingly and eagerly when they are called upon for an effort. On the contrary, they will be in the wrong mood and in the wrong temper, and, as such, will be a danger to their own side.

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PART II.

SYLLABUS.

The following is a syllabus giving the most important subjects that should be considered when a Commanding Officer is called upon to draw up a training programme:—

1. Leadership.

(a) Its meaning.
(b) How to acquire the gift of.
(c) Offensive spirit.

2. Discipline.

(a) General behaviour and conduct of Officers.
(b) Personal Appearance—Physical Fitness—Punctuality—Saluting.

3. Morale.

Its Meaning and Importance—Responsibility of Officers and non-commissioned officers regarding it—Patriotism—Esprit de Corps—Esprit de Brigade—Esprit de Division—Esprit d'Armée—Psychology of the War.

4. Discipline and Command.

Necessity of System of Command so as to ensure continuity—Bearing of Officers and non-commissioned officers towards their men.

5. Organisation.

Battalion—Brigade—Division—Chain of Responsibility.

6. Drill.

(a) Importance of, as a means to an end.
(b) Squad with arms.
(c) Platoon.
(d) Company.

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7. Duties of Platoon and Section Commanders.

In Camp, Bivouac, and in Billets.

(a) System of Billeting.
(b) Line of March (discipline).
(c) In the Trenches.
(d) In the Attack.

8. Care of Arms, Equipment, etc.

Rifles — Bayonets — Ammunition—Equipment—Box Respirators—Clothing—Iron Rations, Water.

9. Sanitation.

In Trenches, Billets, Bivouacs, Line of March.

10. Billet Life.

How to care for and get the best out of the men in billets.

N.B.—This is a special subject with a very special importance, which was not realised at the commencement of the war.

11. Protection.

(a) Advanced Guard, Rear, Flank, and Outposts.
(b) Reconnaissance.

12. Attack in Open Warfare.

(a) Organisation previous to.
(b) Distribution of Troops for.
(c) Formation with regard to ground.
(d) Formation with regard to fire.
(e) Close communication with the troops on the flanks.

13. Defence in Open Warfare.

(a) Principal Lines of Defence, Holding Tactical Points.
(b) Taking up a defensive line.
(c) Siting of Trenches by day and by night.
(d) Telling off and Distribution of Working Parties.

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14. Attack in Trench Warfare.

(a) Organisation for an Attack from the trenches.
(b) Supply of Ammunition, Grenades, Rations, Water.
(c) Assembly places.
(d) Control posts.
(e) Objectives.
(f) Direction of attack.
(g) Flanks.
(h) Action of various lines.
(i) Action of various waves.
(j) Action of "moppers up."

15. Defence in Trench Warfare.

(a) Construction of Trenches.
(b) Construction of Parapets.
(c) Construction of Traverses.
(d) Revetting, Sandbag, Facine, Wire, Hurdle, and other expedients.
(e) Construction of Splinter Proof.
(f) Loopholes, siting and construction of.
(g) Sniping Posts.
(h) Listening Posts.
(i) Sapping, principles of.
(j) Entrenching Tools, use of.
(k) Entanglements.
(l) Use of Telescopes and Periscopes.
(m) Sniping, use and methods to be employed in.

16. Trench Orders.

(a) Desirability and object of.
(b) Organisation of Work.
(c) Allotment of hours for Watch, Work, Meals, etc.

17. Patrol Work.

(a) Importance of.
(b) How to organise.

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18. Musketry.

(a) Rapid loading with dummies; correct bolt manipulation.
(b) Aiming; triangle of error; aiming from tripods or other rests.
(c) Standard Tests in Musketry Regulations, and work that can be done in billets.
(d) How to improvise a 30 yards range in vicinity of billets.
(e) Simple range practices on a 30 yards range. How to conduct grouping, application, rapid and snap-shooting practices and competitions.

18(a). Grenades.

(a) Description of.
(b) Handling of.
(c) Limitations of.
(d) Use in Attack and Defence.
(e) Training of Grenadiers.
(f) Organisation of Grenadiers in attack.
Organisation of Grenadiers in defence.
(g) Carrying of.
(h) Supply of.

19. Fire Discipline.

(a) Combination of Fire, with movement.
(b) Fire Control.
(c) Description of Targets.
(d) Judging Distance.
(e) Use of Range-finders.

20. Machine and Lewis Guns.

(a) How to Fire the Lewis and Vickers machine guns.
(b) Principles of Employment in Attack and Defence.

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21. Co-operation of all Arms.

(a) Importance of and methods of.
(b) Co-operation between Staff and Regimental Officers.

22. Map Reading.

(a) Simple Scales and meaning of.
(b) How to read a Map. (Explain how it should be looked upon as a book and not as a puzzle.)
(c) Compass, variation of, taking of angles. Conversion of Magnetic into True Bearings.
(d) Setting a Map by Compass and by other methods.

23. Intelligence.

(a) Service of security.
(b) Information.
(c) Prisoners of War.
(d) Their treatment and disposal.
(e) Air photographs.

24. Messages and Reports.

(a) Official Letters, and writing of.
(b) Memoranda.
(c) Minutes.
(d) Field Messages, method of writing.
(e) Verbal Messages, limitations of.
(f) Reports, how to be written.
(g) Reconnaissance, simple form of.
(h) Trench Reports.

25. System of Supply.

(a) Ammunition.
(b) Supplies.

26. Medical.

(a) Care of Feet, standing orders on the subject

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(b) First Aid, use of Field Dressings.
(c) Evacuation of the Wounded, general principles of.

27. Gas and Smoke.

Use of Protectors, methods of dealing with; Organisation of Attack.

28. Arrest.

(a) Rules for.
(b) Telling off and Disposal of Prisoners.
(c) Crimes and Punishments on Active Service.
(d) Field General Courts-Martial.
(e) Army (Suspension of Sentence) Act, 1915.

29. Physical Training.

(a) Bayonet Fighting.
(b) Football.

30. Night Work.

Bayonet Fighting, Bombing, Lewis Gun Firing, Musketry, Wiring, Revetting, and Tactical Exercises.

31. Revolver.

(a) Method of using.
(b) Short Course in the use of.

32. G.R.O.

Extracts from Secrecy, Dress, Discipline, Correspondence, etc.

33. Simple Tactical Exercises—To Teach.

(a) Method of conducting.
(b) Knowledge and correct use of ground.
(c) Action of patrols.
(d) Method of dealing with "strong points."
(e) Correct employment and co-operation of Infantry weapons.
(f) Writing of messages.
(g) Communication with units on flank and in rear.

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PART III.

A suggested programme of training and recreation for a Battalion resting out of the trenches for a week. This programme has been considered both from the moral as well as from the physical point of view.

I. THE PROGRAMME.

FIRST DAY.

The Battalion, after a very wet and hard week in the trenches, reaches its billets at about 12 midnight, the Officers and men wet and caked in mud from head to foot.

Réveillé not before 8 a.m. and Breakfasts at 8.30 a.m.

9.30 a.m.	(i.)	"A" and "B" Companies proceed to the Divisional Baths for hot bath and change of underclothing.
	(ii.)	"C" and "D" Companies clean up clothing, arms, equipment, etc., ready for Company or Platoon Inspection at 12 noon.
12 noon.		"C" and "D" Companies' inspection by Company or Platoon Commander.
12.30 p.m.	(i.)	"C" and "D" Companies are paid.
	(ii.)	"A" and "B" Companies have returned from the Baths, and are paid at the same time. If they have not, *vide* below.

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1 p.m. Dinners. All Company Officers visit their men's dinners. The Commanding Officer visits "A" and "B" Companies.

2 p.m. (i.) "A" and "B" Companies clean up clothing, arms, equipment, ready for Company or Platoon Inspection at 4 p.m.

(ii.) Headquarters and "C" and "D" Companies proceed to Divisional Baths for hot bath and change of underclothing.

4 p.m. "A" and "B" Companies' inspection by Company or Platoon Commander, and if not already paid (*vide* above), they are paid immediately afterwards.

5 p.m. (i.) Teas for the Battalion.

(ii.) The Commanding Officer has meeting of all Officers, including Medical Officer, Quartermaster, Transport Officer, and Padre, and speaks to them regarding the Training Programme he intends to carry out during the week.

6 p.m. The Battalion attend concert arranged by the Officer Commanding Amusements.

SECOND DAY.

9—10 a.m. (i.) The Officers (less the Adjutant) and the non-commissioned officers (less the Regimental Sergeant-Major and Company Sergeant-Majors), together, under the Commanding Officer, in the work it is proposed the Companies should carry out between the hours of 10.15 a.m.—12.30 p.m., viz. :

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(a) Words of command.
(b) Position of Officers and non-commissioned officers giving the word of command.
(c) Saluting with and without arms.
(d) Inspection and telling off of a Platoon.
(e) Platoon and Company Drill.

The whole of the non-commissioned officers are formed into a Company for the purposes of Demonstration, whilst the Officers look on. Only certain movements in Drill are carried out, these being decided on beforehand.

(ii.) The rest of the Battalion, under the Adjutant, is disposed as follows :—

"A" Company.—Gas Helmet inspection and lecture on gas by the Medical Officer.

"B," "C" and "D" Companies.—10 minutes' Arms Drill, 10 minutes' Bayonet Drill, 10 minutes' Grenadier Drill, 10 minutes' Games (*vide* pamphlet "Games," 1916, 40/W.O./3263).

10—10.30 a.m. **Fall out for half an hour and smoke.**

10.30 a.m.–12.30 p.m. The Officers carry out with their Platoons and Companies exactly, and no more, than they have been instructed in during the first hour.

12.30—1.30 p.m. The whole Battalion forms for a Ceremonial March Past if the ground permits, and then marches back to billets. At a point just short of the billets the Commanding Officer takes up his position and the Battalion salute him as they pass.

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1 p.m		Dinner.
2 p.m.—3 p.m.	(i.)	"A" Company on the Range.
	(ii.)	All Subaltern Officers and non-commissioned officers, "B," "C," and "D" Companies, under the Adjutant or Regimental Sergeant-Major, in Communication Drill and Guard Duties.
3 p.m.		Sports and Games on well-thought-out lines, e.g., an Inter-Platoon Knock-out, 15 minutes each way, Competition (Football).
5 p.m.		Teas.
6 p.m.		Lecture to the whole Battalion, if accommodation is available, by the Commanding Officer on the Progress of the War, and a word on the work of the following day.

THIRD DAY.

9—10 a.m	(i.)	The Officers and non-commissioned officers, formed as for the Second Day, together are instructed in Battle Drill, e.g., Extended Order, etc. (*vide* I.F., Chap. V.).
	(ii.)	The rest of the Battalion, formed as for the Second Day, is disposed as follows :—
		"B" Company.—Gas Helmet inspection, followed by a lecture on Gas, etc., by the Medical Officer.
		"A," "C," and "D" Companies.—As for Second Day.
10—10.30 a.m.		The whole fall out and smoke, etc.

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10.30 a.m.–12.30 p.m. 12.30–1 p.m.	As for Second Day.
2—3 p.m.	(i.) "B" Company on the Range. (ii.) As for Second Day.
5 p.m.	Teas.
6 p.m.	Battalion Boxing and Wrestling Tournament, arranged by Battalion Amusements Committee. (N.B. : A suitable day for the Divisional Band.)

FOURTH DAY.

9–10 a.m.	(i.) The Officers and non-commissioned officers, formed as for the Second Day, together, and instructed in the Company in the Attack in the Open. (ii.) The rest of the Battalion formed for the Second Day is disposed as follows: "C" Company.—Gas Helmet inspection, followed by a lecture by the Medical Officer. "A," "B," and "D" Companies.—As for Second Day.
10—10.30 a.m.	The whole fall out for half an hour.
10.30 a.m.–12.30 p.m. 12.30–1 p.m.	As for Second Day.
2—3 p.m.	(i.) "C" Company on the Range. (ii.) As for Second Day.
3 p.m.	As for Second Day.
5 p.m.	Teas.
6 p.m.	Lantern Lecture on the Royal Navy, by the Special Lecturer (*vide* note attached).

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FIFTH DAY.

9—10 a.m.	(i.) The Officers and non-commissioned officers, formed as for the Second Day together, are instructed in :— (a) March Discipline. (b) Battalion in the Attack.
	(ii.) The rest of the Battalion, formed as for the Second Day, is disposed as follows :— "D" Company.—Gas Helmet inspection, followed by a lecture by the Medical Officer. "A," "B" and "C" Companies.—As for Second Day.
10—10.15 a.m.	The whole fall out for a quarter of an hour.
10.15 a.m.—1 p.m.	The Battalion in a combined march, and simple attack scheme.
2—3 p.m.	(i.) "D" Company on the Range.
	(ii.) As for Second Day.
3 p.m.	As for Second Day.
5 p.m.	Teas.
6 p.m.	Company Concerts in billets.
7.30 p.m.	Brigadier and Staff dine with the Officers, and Divisional Band plays at Mess, and, if possible, where the men can hear it as well.

SIXTH DAY.

Reveille not before 7 a.m.

10 a.m.	The Commanding Officer holds conference of all Officers and non-commissioned officers, and discusses all papers received during the week which affect the Battalion going into the trenches that evening.

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11.30 a.m.	The Company Commanders hold conferences of all their Officers and non-commissioned officers.
12 o noon.	The Company Commanders see their men on parade, and speak to them on any subject necessary.
1 p.m.	Dinners.
2.30 p.m.	Final of the Knock-out Competition.
4.30 p.m.	Teas.
5.30 p.m.	**The whole Battalion returns to the Trenches in good heart, the men ready for any effort their Officers may call on them to make.**

II. SPECIAL NOTES ON THIS PROGRAMME.

1. The first hour every morning is invariably spent in the preliminary instruction of the Officers and non-commissioned officers previous to the latter actually handling their men, and instructing them in the subject which is laid down as the subject for the day.

2. Special attention is directed to the fact that by the evening of the first day the whole Battalion has been—

(a) Bathed.
(b) Given clean underclothing.
(c) Paid.

The men are consequently clean; they have money in their pockets, and consequently they are cheerful and in good heart; in other words, their MORAL is strong, and they are in a fit mood and ready to commence their training the following day. Contrast their state and MORAL with the men of another Battalion, who, at the end of the first day, have neither been bathed, given clean underclothing or their pay; on the contrary, in an unclean and dirty state they have been pulled out of their beds at

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7 a.m. to commence a long day's training on no system, and at the hands of young Officers, many of whom are quite unqualified to instruct.

3. In this system all Specialists fall in and carry out the first hour's instruction with their respective groups, viz., the Officers and non-commissioned officers with the rest of the Officers and non-commissioned officers of the Battalion and the men with their companies. For the rest of the morning they train on a well-thought-out system under their own Officers, and every morning they finish their work with a quarter of an hour's Arms Drill, finally marching past their Officer and saluting him on the return to their billets. In the afternoon, from 2 p.m. to 3 p.m., the Officers and non-commissioned officers under instruction attend the Adjutant's and Regimental Sergeant-Major's parade.

4. At an hour to be selected, and if possible on the first day, the Commanding Officer sees every Officer, non-commissioned officer and private who has joined the Battalion since it was last in billets, and gives them an Address of Welcome to his Battalion.

N.B.—**Even should the numbers only total 5, the Commanding Officer will carry out this duty. He will also see the officers separately and make their acquaintance; he will find out all the particulars he can regarding their attainments, record of service, and then give them clear direction as to what he expects of them, etc.**

5. The Special Lecturer referred to is an Officer, or a specially gifted civilian dressed like an Officer, who is attached to either Army or Corps Headquarters for the purpose of interesting and so raising the MORAL of their FIGHTING Units who are resting behind the front line. His express duty is to tour each Army area, and to deliver, either with or without

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a lantern, a series of well prepared lectures to the Officers, non-commissioned officers and men.

6. The attached programme provides for an interesting, and at the same time instructive, week's work. If the Battalion has 14 days at its disposal, then the same system should be employed with the following variation, viz., the preliminary days—perhaps 4—should be devoted to the ground work of Open Warfare; by this is meant, the work should partake of constant Platoon and Company Close and Extended Order Drill, all leading up to the point when the Battalion Commander is satisfied that his companies can intelligently carry out the Attack. He then proceeds to instruct the Battalion as a whole in the Attack. The Instruction of the Companies and of the Battalion is carried out on the lines indicated in the Chapter entitled "The Attack in the Open."

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CHAPTER II.

The following notes, programmes, etc., for training of Scouts, Patrols and Snipers have been drawn up by Major F. M. Crum, K.R.R.C., who organised a school for this purpose at Aldershot, and who arranged for a series of demonstrations to be given to Officers of the Senior Officers' School. Major Crum has been very materially assisted by Lieutenant Cozens-Hardy, 8th Norfolk Regiment, in this work :—

PART I.

DUTIES AND USES OF SCOUTS.

Finished Scouts should have been trained in the following duties :—

(1) SCOUTING { (a) for protection. (b) as ground scouts.

(2) RECONNAISSANCE for information about
- (a) the enemy.
- (b) the ground.

OBSERVATION { (a) for Intelligence. (b) for Artillery and Trench Mortars. (c) during an engagement.

(3) REPORTING.

(4) AS RELIABLE { *Guides.* *Messengers.*

(5) AS A SEPARATE BODY for special purposes.
- Patrolling.
- Raids.
- Covering a rear guard.
- Seizing important points.

(6) NIGHT WORK { Reconnaissance. Patrols. Guides. Connecting files.

(7) SNIPING.

It would be a valuable asset to a Battalion, wherever it went, to have a body of men trained in the above duties.

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In France the fighting specially calls for :—

(a) Scouting; (b) Patrolling; (c) Sniping.

At present there is *no recognised system* of training Scouts.

What is required.

(1) Directing Head with full support of H.Q.
(2) A regular system.

SYSTEM. *Schools.*

(a) *Schools at home* where suitable selected men are trained. Range facilities. Expert Staff for musketry, telescopic sights, scouting and patrol work. Men, when trained, to be sent out to France as Scouts and allotted where most required.

(b) *The Army Scouting and Sniping Schools* in France for selected Officers and men from Battalions in France.

(c) *Divisional and Brigade Scouting Classes* as found advisable.

(d) *A good system of Battalion training.*
The syllabus for training the Battalion Scouts must vary with the time available, the facilities (country, ranges, instructors, etc.), and the special needs of the Battalion).

When time is available, say one month, it will be found best to train men under three distinct heads :—

(a) Scouting.
(b) Patrolling.
(c) Sniping.

A suggested syllabus for each is given, the time allotted to each subject and the order in which they are taken will depend on circumstances.

More often, however, time is limited, say to six days. In this case the C.O. should send for his Scout Officer, explain what he specially wishes his Scouts to do when

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they return to the front, and arrange with him some suitable scheme of training.

It might be well to train the Scouts all together in such subjects as Scout-craft, Map and Aeroplane-photo Reading and Reporting; while certain of them specialised, e.g., in patrolling, or sniping, or observing.

The ideal should be to have men well trained under all three heads, who were qualified to perform all the duties of Scouts.

PART II.

(a) SCHEME FOR TRAINING SCOUTS.

One Week (with trained men).

FIRST DAY.

Organise and tell off Leaders, pairs, groups, issue note-books and maps, explain use of them.

Lectures.

Uses and duties of Scouts.

Organisation and system.

Scouts for protection and ground Scouts.

Scouts for information. A branch of the Intelligence Department.

Tactics. Ground. Scout-craft. Observation. "Day and Night should be alike to the Scout."

Reporting.

Kind of man required; privileges.

Discipline. Smartness. Esprit de Corps.

Practice.

Various formations.	In daylight and dark.
Signals. Keeping touch.	
Reporting and Messages verbally.	

SECOND DAY.

Lecture.

Scouting for information about ground and enemy. Knowledge of tactics. "Eye for ground." How to get

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there and how to get back. Crawling. Visibility. Stillness. Skirmishing.

Practice.

Crawling and Stalking. Use of ground and cover. Right and wrong ways. Demonstration of visibility and protective colouring. Study of ground from some high point. Skirmishing.

THIRD DAY.

Lectures.

What to observe and how to report it.
Map reading.
Training in eyesight and use of glasses.
Reports, written.

Practice.

Reconnaissance and Report.

FOURTH DAY.

Lecture.

Scout-craft and Cunning. Baden-Powell's "Aids to Scouting." Study of Nature. Tracking and deduction. Finding the way and keeping direction. Compass, etc. Care of self.

Practice.

Stalking and disguises. Tracking. Ruses.

FIFTH DAY.

Night Work.

Lecture.

Advantages and disadvantages of working by night. Superiority of the man accustomed to dark over untrained man. Difficulties and how to overcome them. Need for practice. Confidence. Not being seen or heard. The senses of hearing and smell. False alarms and panics. Noises. Wind. Dogs. Finding the

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way. Landmarks. Distances. Stars, etc. Examples of operations at night. Signals and signs of recognition. Use of luminous paper and compass. Read "Scouting at Night," by G. Cooke. (Gale and Polden.)

Practice.

Go over the ground by day, pointing out probable difficulties at night, noting landmarks and distances, bearings and direction. Practice listening, signals, moving quietly, whispering and keeping touch. Reconnoitre a position; this may be lightly held and the capture of a lamp in rear be the objective.

SIXTH DAY.

Recapitulation. Examination, with Note-books.

Or, if Course lasts longer, LAST DAY.

Inspection. Display. Allotment of Badges. Good men brought to notice of C.O. and mentioned in Battalion orders.

Note.—It will be seen from the above that there is far more than a beginner could learn in one week. At least three weeks would be required.

In addition to the above, Drill, Physical Culture, Map-reading and Sketching, Cooking, and any training which goes to make a man handy require attention, and should be fitted in, the services of any experts available being secured.

PART III.

(b) SCHEME FOR TRAINING PATROLS.

1. Probably 75 per cent. of casualties to Officers, non-commissioned officers and men sent on patrol were due to lack of system and insufficient training and practice.

It takes many months of practice to make Scouts really efficient in patrol work. Scouts should, however,

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never be sent on patrol in No Man's Land until they have undergone at least a week's continuous training.

During the training, reconnoitring and fighting patrols should, as far as possible, be kept distinct.

2. **System.**

(a) The Scout Officer should be responsible for all patrols, and should see that all concerned are informed of the next night's patrols early in the afternoon.

(b) Each patrol should consist of at least 50 per cent. of Battalion Scouts, the remainder should be taken from those under training in the companies.

3. The aim of the Scout Officer should be to train as many Officers, non-commissioned officers and men as possible, so that when they are called upon to go over the top, they will have knowledge and confidence.

4. The majority of patrols are carried out at night. It is therefore of first importance to train Scouts to keep direction and to feel at home in the dark.

5. The results of a good system are that :—

(a) The enemy are killed or captured.

(b) Minimum number of casualties.

(c) Increased moral.

(d) No Man's Land becomes ours.

(e) Good information is obtained, and the enemy is deprived of it.

A Suggested Syllabus for a One Week's Course.

First Day.

Tell off leaders, pairs and groups; issue notebooks, maps, compasses, boiler suits, etc.

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Lecture.

Patrols (General). Importance of patrolling in trench warfare and semi-open fighting. Objects: How to avoid casualties. Study of maps and aeroplane photographs. Careful and constant study of ground, both before and after patrolling it. Importance of all knowing objective and plan. Conferences. Reports. Study of reports of previous patrols. Protection, always one listening while others move. Informing all concerned. Recognition. Signals. Picked men. Moral. Privileges. Use of Arms. Ju-jitsu, the "Osaka" method (as taught by Sergeant Nuthall, S.A.I.) will be found invaluable, and can be taught easily and quickly.

Practice.

(With and without dark glasses (see Note 1), also at night.) Walking quietly, put your brain in the sole of your boot. Crawling hands and knees, elbow and knees, hands and toes. Crawling backwards. Turning round. Use of cover. Whispering. Listening. Concentrate the mind, and don't try to see sounds.

SECOND DAY.

Lecture.

Reconnoitring Patrols. Object: information without detection. Importance of knowing "No Man's Land." Size of Patrols, smaller the better. Useful kind of information, reliefs, working parties, gaps in wire, machine guns, etc. Definite objectives. Where to go, what to do, when to come back. Touch. Reconnaissance of definite point, e.g., with view to a raid. Instances of success or failure. Need of caution when returning. Formations. Arms should seldom be used. Osaka method invaluable for reconnoitring patrols. Absolute silence. Enemy ruses and our own. Equipment. Reporting.

Practice.

(With or without dark glasses, also at night with Véry lights.) Formations: Observe ground from a

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distance by day, and point out objectives, features, etc., with the aid of maps. Reconnoitre same ground by night, e.g., stalk and locate a sentry. Reports both while on the spot and afterwards. Finding gaps in wire entanglements. Locating sentry posts by the flash of a rifle at night.

THIRD DAY.

Lecture.

Fighting Patrols. Object: kill, capture, or knock out the enemy. Size of patrols largely depends on numbers used by the enemy. Formations. Bombing sentry posts, etc. Waiting for enemy patrols. Fighting to get information or bring it back. Co-operation with Lewis Guns and bombers. Arms. Equipment.

Practice.

(With and without dark glasses, also at night with Véry lights.) Formations. Bombing sentry posts. Waiting for patrols. Manœuvring.

FOURTH DAY.

Lecture.

Inspire the Fighting Spirit. Uses of revolver, rifle, knob-kerrie and bombs. How to capture and kill, Osaka method for preference. How to bring a wounded or captured man back. Wire-cutting.

Practice.

(With and without dark glasses, also at night.) Shooting. Killing. Capturing. Bomb-throwing. Wire-cutting.

In most Battalions some good gymnast, wrestler, or ju-jitsu expert will be available. The Osaka methods are now being taught at the Aldershot Command Sniping School, and it is hoped in time to train sufficient instructors to spread this method throughout the Army.

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FIFTH DAY.

Lecture.

Raids. Need for careful thought and preparation of details. Need for rehearsing and training in model trenches. Originality and imagination should be encouraged, and suggestions invited. Men should know each other and their leaders. Need for previous reconnaissance by all concerned, and these to be given every possible assistance and information. Great importance of secrecy and surprise. What to do, if the enemy is not surprised, or in any and all possible eventualities. Uses of Scouts as guides. Covering parties. Keeping touch. Reconnaissance. Dress. Arms. Formations. Signs for recognition. Signals for withdrawal.

Practice.

(With and without dark glasses, also at night with Véry lights.) Forming up in "No Man's Land." Finding the way about model trenches, etc., etc.

SIXTH DAY.

Recapitulation. Discussion and suggestions on the training. Discuss and practise best methods to adopt when unexpected situations arise.

SEVENTH DAY.

Inspection and demonstration of work carried out during the Course. Everything to be carried out as near the real thing as possible.

GENERAL NOTES.

1. Black glasses have been found most useful in training. While the scout is in the dark and is practically working under night conditions, the instructor can see and correct mistakes, and other Scouts looking on can learn from noting the work done. Suitable glasses for this purpose are being prepared by the Munitions Department. It is hoped that before long these may be issued for the training of Scouts.

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2. It has been found that when patrols are out, Company Officers sometimes think they can relax their arrangements for the vigilance of sentries. It must be understood that patrols in no way release sentries from their responsibilities.

PART IV.

(c) SCHEME FOR TRAINING SNIPERS.

One Week (with selected men previously trained in musketry and scouting).

FIRST DAY.

Organise and tell off pairs and groups. Issue note-books, etc.

Lecture.

Sniping and observing. Trench warfare. System. Uses and duties of Snipers. System of training on Sniper's Range with German and British trenches. See "Scouts and Sniping in Trench Warfare."

Practice.

Testing rifles. While not firing, use of telescopes, glasses, compass, range-finder, and judging distances. Visit to Sniper's Range and explanation.

SECOND DAY.

Loopholes and O.P.'s.

Lecture and practice in putting in by day and night. Practice with periscopes and telescopes.

THIRD DAY.

Observation. Telescopic Rifles.

Lecture and practice. Telescopic rifles tested. Sniper-scope.

FOURTH DAY.

Reports and Observation.

Lecture and practice.

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FIFTH DAY.

Lecture.

Fixed Rifles.—Selection of points. Visibility of points. Direct and indirect fire.

Practice.

Sighting and putting in by day and night.

SIXTH DAY.

Selection of O.P.'s and Sniping Posts; invisibility and cunning. Observing from O.P. Observation for, Reporting to, and Co-operation with R.A. and T.M. Officers. Use of Telephone. Taking over Trenches. Allotment of Duties. Lectures and practice.

Note.—If more time available, repeat as found most needed. Bring on any talent in sketching and map and aeroplane photo reading. Bring on instructors. Give individual instruction. Competitions and prizes. Allot badges. Inspection and encouragement by C.O. and Coy. Commanders. Make use of any drill, gymnastic, bayonet and musketry experts. Ask Artillery and Flying Corps Officers to speak on co-operation. Give display to the Battalion, illustrating common mistakes of sentries, etc.

GENERAL NOTES.

(1) Have a syllabus or general scheme for each course.

(2) Previous preparation by instructors.

(3) Interest the men and get them keen.

(4) Use a blackboard and lecture first, then demonstrate, then carry out each practice. A magic lantern helps.

(5) Encourage taking notes.

(6) When questioning or recapitulating allow men to refer to their note-books.

(7) Give as much individual instruction as you can to men who get behind in any subject.

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(8) Make them think for themselves and encourage sensible questions.

(9) Encourage originality and ingenuity.

(10) Bring on any talent (e.g., sketching, handy men).

(11) Bring on instructors, and give responsibility. Let men make their mistakes and then see the error of their ways.

(12) In lecturing select a place where all can hear and see, and where there is no distraction.

(13) During demonstrations unemployed men may look on and criticise.

(14) Men learn and remember better by acting.

(15) It is not enough to throw out a suggestion. You must see it carried out.

Interesting the Commanding Officer and Company Officers.

It is well to interest Commanding Officers and Company Officers and get them to encourage the Scouts. Often they do not realise their value or know how to use them as :—

Scouts.
Orderlies and Messengers.
Observers.
Keeping Touch.
Instructing others.
Passing on keenness and intelligence.
An intelligence department.

Young Officers should do a course of Scouting.

PART V.

ORGANISATION AND ESTABLISHMENT.

Scout Officer in charge of { Intelligence. Scouting. Patrolling. Sniping.

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He should be in touch with and encouraged by the C.O., and must have tact in dealing with Company Commanders. It is an advantage if he lives at Headquarters. He should attend conferences.

Scout Sergeant, Scout Corporal.

Experienced and reliable men; good disciplinarians. Should have done a course at a Scout School.

24 Scouts.

Picked men looked up to in the Battalion.

For *Character* { disciplined. keen. intelligent. reliable.

,, *Physique*. Good sight and hearing and fit.

,, *Education*.

As *good shots*.

The Scouts have often hard and dangerous work, and should be well treated. It is up to them to get a good name and prove themselves worthy. When working or training they should live together, and be excused other duties except when absolutely necessary.

After a hard night's patrolling they should be helped in the matter of changing clothes; hot coffee or rum, or something extra, can be arranged through the President Regimental Institutes.

Competitions should be held and prizes given, and the Scout badge issued to men who qualify.

The names of men who qualify and any good work done should be mentioned in Battalion Orders.

The fact of a man being a Scout should never stand in the way of his promotion; rather it should help him towards promotion.

Company Scouts.

Selected men should be trained with the Battalion Scouts and be available if required.

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Dress.

Scouts should be excused, when they find it necessary in the performance of their duties, if they are not dressed according to regulation. Men going on patrol must wear nothing by which they can be correctly identified by the enemy. Soft leather at the elbows and knees is recommended.

PART VI.

PRACTICES AND GAMES.

The following are given as a few suggestions, which can be varied and improved upon. Scout Officers should also see "Aids to Scouting," Baden-Powell, pp. 167-182.

Protection.

Move along a road or across country with a flag to represent any sized party to be covered. Scouts practise formations. Keeping touch and direction, signals, messages, and reporting. It can be done with or without an enemy. Any ruses by enemy or Scouts can be practised.

Scouting for Information.

(1) Demonstrations in visibility and crawling; badly done and well done. Use of ground. Keeping direction. One man stalking a rabbit or a bird while the rest look on is good practice.

(2) Occupy some position so lightly that it is possible for a good man to get through. Mark the flanks with flags and place a flag, or lamp at night, to represent the support. Send Scouts—

(a) To locate and report on position.
(b) To engage the party holding the position while Scouts sent to endeavour to get through and bring back support flag.

A whole day may be spent on this practice. It should not be hurried.

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(3) Reconnaissance of positions, villages, rivers, woods, etc., and reports, in own country first, then in enemy country.

(4) Scouts *v.* Snipers. Snipers take up positions and see how many shots they can get in without being seen. Scouts try to locate snipers without being shot at.

Observation and Memory.

After marching to any point ask questions as to the route taken. Landmarks, distances, direction, points of compass, wind, animals, etc.

Observation of animals and birds should be encouraged.

"Kim's Game" (see Baden-Powell's "Scouting for Boys"). This can also be carried out with a telescope at a distance.

With imitation German trench, give, say, 10 minutes to memorise. Scouts look the other way while alterations are made, and then report on the changes they notice, e.g., a loophole sandbagged up, new wire, a gap in the wire, a hurdle removed, etc.

Ground.

(1) Skirmish a line of men over any ground. When whistle sounds, each man halts, with his feet at the place where his head would be to get the best cover within reach.

(2) Demonstrate movement of Scouts, Patrols, etc., with stones on any suitable ground, showing features on small scale.

(3) Construct raised maps, showing contours.

(4) Take men to commanding ground. Study ground. Imagine a flood rising and ask where the water levels would reach. Look for covered lines of approach, good positions, etc. Let the men shut their eyes and then describe the ground. Estimate distances and points of the compass.

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Eyesight.

Teach the men where to look and what to look for. Practise them pointing out objects seen to each other quickly. At the same time the use of telescopes and glasses may be taught. You will find some men have exceptionally good sight.

Finding the way.

Take the men by train or in closed lorry; take them into a thick wood. Send them home in pairs. Arrange a "Treasure Hunt."

Messages.

Extend men, say, at 20 yards' interval, down each of four cross-roads. Start a verbal message from the end of each line simultaneously. Scouts pass the message up to you. One non-commissioned officer should go along each line to note where and how mistakes occur. This can also be done as in a relay race.

Hearing and Moving Quietly.

(1) Prepare a difficult bit of ground with tins, bricks, twigs, trip-wires, etc., and teach Scouts to pick their way, by day or night, and whisper some message to you.

(2) Stand a man blindfolded representing a German sentry listening.

(3) Blindfold one man and stand him, say, in a wood with twigs and dry leaves on the ground. Extend men round him in a circle. At a given signal they close in on him. He points in any direction from which he hears a noise. The man who gets closest without being heard wins.

(4) Take them out at night practice hearing sounds, e.g., man talking, coughing, stamping his feet or moving in various ways, noises of spades, picks, transport, cries of birds, etc., etc. Read to them "Scouting by Night," Cooke (Gale & Polden); an excellent book.

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Night Patrols.

Imitation German and British trench. Reconnoitre by day. Give definite object. Practise by day with dark glasses on. Practise by night.

Send out patrols from each side, arranging for them to meet at various points and distances from their own wire. Practise with flare lights. Place dummies at unknown points. Men not engaged watch from both trenches and note visibility.

Sniping.

Imitation German and British trench. Any movement seen in real trench warfare can be reproduced, e.g., opening loopholes, exposure of figures, periscopes, telescopes, etc. These can be observed and fired at from loopholes or from natural cover and concealment, or with sniperscopes.

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CHAPTER III.

MUSKETRY.

PART I.

LECTURE

by

LIEUT.-COLONEL J. MICKLEM, D.S.O., M.C., Rifle Brigade,

on

MUSKETRY TRAINING IN FRANCE.

The class of man you get in France to-day must be treated as a recruit. Before you begin any courses or any training, the first thing you have to do is to try and arouse his enthusiasm.

There are enthusiasts going round telling the men what a splendid thing the bayonet is and what a splendid thing the bomb is. But nobody is going round telling them about the rifle.

Consequently the first thing for you to do is to go round and try to work up some enthusiasm for the rifle as a weapon. It is the best weapon in the trenches, in the open, it is *the* only weapon. You have got to try and make him understand that. Go round company by company, spend a quarter of an hour with each. In summer get them in a field; in winter get them in a good barn. Talk to them about the rifle and what it can do. Then teach them how to use it. They come out from England, and they hardly know how to load it. They have drilled with out-of-date rifles in England, and know nothing about the rifle they are going to use. Some have never let the rifle off at all. Don't waste any time arguing with them—they don't know how to use their rifle. Tell them that it is really their only weapon, and it is up to them to learn to use it.

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Tell them how efficient you can make them. Talk to them about the efficiency of the old Army. They were good shots. Remind them of the efficiency of the old Regular Army and of the results. They knew if a Boche appeared 300 yards away they could put into him three shots quick. If these men saw a German 300 yards away they would throw a bomb at him.

Then explain to them what you are going to teach them. The next thing to do is how you are going to instruct them. You can spread your musketry course over as long a period as you like—an hour a day or more.

If you are out for three weeks' training, have a week's musketry.

In the old days for a period in each year they talked of nothing else but musketry. Let it be musketry gone mad for one week—a very valuable thing.

Get your officers together, and good non-commissioned officers, senior ones, and talk to them about the system of training. The old system of training took a long time, that is peace-time training. It took the average man eighteen months before he was passed off as a first-class soldier and shot. He went on the square under the Assistant Adjutant for Musketry, who saw that the man thoroughly understood everything about the rifle before he was allowed to fire a shot. I think that is the secret of the whole thing. Never let a man shoot on the range until he has had sufficient instruction to get some value from the shooting. All you taught him on the square were simple things: how to take correct sight, how to press the trigger, the positions which to put himself into to fire, how to work the bolt and hold the rifle. The recruit was terrified out of his life and was made to do it right. On the range he was coaxed; but on the square he had to do it. He was actually taught how to do various necessary things before he pressed the trigger, and then how to press the trigger. Any of you can get the book of correct fire positions; how to teach the men to do it. You can

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find out how to work the bolt. Do not think that because a man comes out with a rifle in his hand and a pocket full of ammunition he knows how to shoot with the rifle; he doesn't. To teach him you have got to go back to the old thing. You won't have very many Officers in your Battalion who are capable of giving efficient instruction in musketry to recruits. You must find somebody in your Battalion who is capable of taking it on. There are a lot of courses of instruction in musketry. I have had people back from these courses myself, but they were not very efficient.

It is up to Commanding Officers themselves, if they are going to devote a week to musketry, to be the head themselves, and run the show. There are simple rules how to let the rifle off and how to hit the target. You can learn it up. You must practise doing it yourself. In days of peace I was a d——d bad shot. I had to learn to shoot. Competition was terrific, and Subalterns had to be up to the average of their men. Anyone here who is a regular soldier will admit it is only a question of taking trouble to be able to shoot. Go on practising; practise aiming and how to press the trigger. It is up to you to shoot fairly well and to get into the correct position. You can then start off teaching people how to do it. You make up your mind to do it yourself or give the job to some other Officer better qualified to do it. Get together your Company Commanders, Platoon Commanders, Platoon Sergeants, and Section Leaders, and if you have a decent Recreation Room, close it for half an hour and have them there. Go through exactly what you are going to do the next day—say, the standing position, etc. Have very small classes—six to eight (one section) is just about right if you have not very good instructors. The fewer in the class the easier will they find it to instruct. You must get all these non-commissioned officers to be thoroughly competent in this baby work. You will find they don't know it, but it does not take long to get to know it. Write down the details of the work. That is the way elementary in-

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struction can be done. Give him half an hour the night before, and then he can start off and teach six or seven men what he has been taught. You must work up enthusiasm. Get hold of the Company Commander, or anyone who understands it, and let him look after the musketry. Very often you may find your Company Commanders are not the best men, but you will probably find a musketry enthusiast among the Subalterns. You must impress on all these fellows that they require recruits' musketry—nothing advanced. They want to be taught how it is to be done and made to do it right. It is no good teaching rapid shooting the first morning.

The apparatus required is very little. Your pioneers can make it all. You can buy cards which will show you what a good sight is, and what a bad sight is. You ought to insist always that every Section Commander can pull out of his pocket straight away a piece of paper with a correct sight and an incorrect sight on it.

Aiming Discs.—Cut from biscuit tins, and painted with white enamel and black enamel. Then send your pioneers round your billets—you have all got painters. Don't buy cardboard targets, paint them on the walls; paint bull's-eye targets, figure targets—anything you like.

Aiming Rests.—Easy to make. Three angle irons, bit of wire and a sandbag, makes an aiming rest. You can check your men and see that they are taking a correct aiming sight. That is all the apparatus you want.

All this preliminary training will teach the man he is not a born shot. Muscle exercise will do him a lot of good.

All the time this is going on you ought to be getting the range ready. In most of the back areas you can get a range. You can always get 30 yards; in fact, you can nearly always shoot up to 100 yards. Turn on a fatigue party and dig a gallery for the markers.

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It is a very easy matter to make sockets for the targets and sink them in the ground.

Make some good targets. Save up all the newspapers; they make good targets. While all the preliminary instructions are going on you can tell your Second-in-Command to see that the range is going on properly.

Bull's-eye 2-in. target is quite big enough. For grouping, 4-in. or 5-in. bull.

There is a lot of bad shooting goes on in France which is absolutely a waste of time. Bad targets, bad aiming, and there is nobody to see that the men are firing correctly.

See that all your Officers understand the routine work on the range. You will find that a lot of them, if you don't tell them, will have all sorts of irregularities going on. See that the thing is safely done. You can have two or three telephones up in the markers' gallery. You must explain to them that the men are going down there to learn to shoot, not to fire off ten rounds.

When training a man, every time he makes a bad shot he wants to be told what he did wrong and how to correct it. Otherwise he will lose confidence in his rifle.

Go on slowly day by day. Don't try to fire too many practices, and see that there is an enthusiastic instructor beside the man. If the Section Commander is a little weak, put the Platoon Sergeant down as well. Excessive shooting must be discouraged. Practices must be explained before the men shoot.

Issue snap-shooting targets to companies if you are going to do snap-shooting, and let them practise it, so that they know exactly what is going to happen. They will take a certain amount of trouble to do it before they come on the range.

The practices I suggest you should fire are :—

Grouping.—Over cover. See that result of group is explained.

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Application.—Figure targets. See that each shot is marked, and see that the instructor is taking an enthusiastic interest in the whole thing. An instructor who lies down beside a recruit must watch him the whole time.

What are the main faults he has to look for. He won't know them. You must tell him.

Snap-shooting.—Then a snap-shooting practice. A figure 3—up for six seconds. If you take him back to 200 yards and give him four seconds a shot, you will find four-fifths of the company will get a "wash-out."

If you have time—but don't do it unless you have time—train the men to do rapid. If you think he is sufficiently well trained let him fire a rapid practice. Don't try to do 15 rounds a minute. Give him 10. The average man will never be good enough to do 15 and get any good out of it. It takes time to make a really good rapid shot.

The last stage and the most important is, introduce an element of competition. Make certain that registers are kept of every man's score. Make out the average of companies and platoons. You will soon work up interest. Say, "If we have a spare day, we are going to have a rifle meeting." This is fairly simple. In two days you can have a jolly good Battalion rifle meeting.

When you have a rifle meeting don't have too much individual in it. You must have some individual, but not too much.

Divide them into classes: Under nine months' service, under twelve months' service, and open. I have found three classes excellent, and nearly every man fired.

The competition they like best is ordinary falling iron plates.

Divide the platoons again into two classes.

Falling iron plates are very easily made. You cannot get them in France, but you have ration boxes. I had 8-in. plates made out of ration boxes, with just a strip across the bottom to stand them up. Make 100

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of them, and you have enough for a good competition. When a bullet hits them they go flying away anywhere.

Another form of competition was an ordinary figure 3, appearing at different places along the gallery; sometimes they had to turn a terrible long distance to see it. It bobbed up for five seconds and the whole section fired at it. There was tremendous enthusiasm. The companies were going down in the evenings and getting up competitions themselves. That is my experience of building up my musketry. I had one week (five days)—three instruction, and two shooting.

Fire Control and Fire Orders.—The way to teach this is by the tactical exercise. If you get your Company Commanders out, put them through a tactical exercise. For the Platoon and Section Commanders you get right down to fire control and orders. Get them into the habit of thinking out fire orders. I don't think picture targets will ever do that. Talk fire orders—make them argue about it amongst themselves. They will gradually think fire orders. You can show a man how to take correct sight and everything else, but you must send him away to practise.

Care of arms is a *very* important branch of recruits' musketry training.

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PART II.

Lecture on MUSKETRY TRAINING IN FRANCE, Delivered by LIEUTENANT-COLONEL M. KEMP-WELCH, D.S.O., M.C., The Queen's, to Officers of the Senior Officers' School, based on a Lecture of Lieutenant-Colonel Luckock's, D.S.O., General Staff (Training), 4th Army, France.

For a great many centuries the firearm has been the chief weapon of the infantry soldier. The method in which it has been employed has varied from time to time, according to its efficiency. It was also recognised in the earliest times that, as well as the firearm, a weapon for hand-to-hand fighting was required. In addition to men carrying a firearm, there were also men armed with a pike. Later, it was found possible to combine the two, and we now have a rifle with a bayonet attached to the end of it; this forms one single weapon, the function of the firearm portion being to kill at long range, that of the bayonet to kill at short range. Owing to various circumstances, the value of the rifle as a firearm during the present war has been gradually depreciating, whilst the value of the rifle as a means of carrying the bayonet for close fighting has perhaps received undue importance at the expense of the former.

In the 18th Century **Frederick the Great** realised the importance of the intimate connection between fire and movement. He gradually built up an army which became almost invincible, the foundation of which was the great precision of drill and manœuvre, combined with fire effect. The musketry efficiency of Frederick's infantry was most remarkable. By constant training and precision in musketry drill the infantryman

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was able to fire two rounds a minute from his muzzle-loading musket, a standard not approached by any other army. The infantry firing line was normally formed in from three to five ranks, the front rank replacing the rear rank immediately after firing. The fire power of such a firing line, expressed in terms of rounds per yard per minute, came near that of an infantry firing line with modern rifles. In the early years of the **Napoleonic Wars the French Army,** by employing similar tactics, was also invincible, but gradually the practice died away until, in the Peninsular War, **Wellington** realised the principle himself and used it as an effective counter. The essence of Wellington's minor tactics was the fire effect of the thin red line against the French columns and skirmishers. After firing two or three volleys from the line into the French columns the line advanced to get in with the bayonet. After Wellington had gone, our Army again gradually forgot the lesson, and during the last twenty years of the 19th Century the value of the rifle was hardly appreciated at all. The study of tactics hardly concerned itself with its use—all attention was paid to obtaining advantage in battle by manœuvre alone, and without the aid of fire. **Musketry was looked upon by the troops as a necessary evil,** which had to be got through once every year; it was looked upon as something quite apart from all other methods of training, and was, in consequence, quite divorced from manœuvre when troops were being trained in the field.

The **Boer War** revived the importance of rifle shooting. The Boers were moderately good natural shots, and had attained a measure of efficiency owing to the constant use of the rifle for sporting purposes and as their means of obtaining food. As a race, they were not expert shots, but having used it for practical purposes in peace, they realised its value for war. We, on the other hand, had not realised its full value during peace, and, in consequence, our Army went to war untrained in its use, and suffered accordingly. Our

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efforts were chiefly concentrated on training a small band of experts, the best of which constituted the Battalion "eight," and the Battalion depended for its reputation on their prowess at the various rifle meetings held both in Commands and at Bisley. The results obtained by these experts in no way reflected the musketry efficiency of the units, and no efforts were made to get a general level of efficiency throughout the unit.

After the Boer War a musketry revival set in. New musketry courses were devised on practical and tactical lines. The bull's-eye target, except for very elementary training, was replaced by a "service" coloured figure target, in spite of much opposition, which came largely from the pot-hunter and his supporters. Musketry training aimed at attaining a high standard throughout Battalions, rather than developing a small percentage of exceptionally fine shots. In order to bring the all-importance of musketry home to the soldier, his proficiency pay was made dependent on the results he obtained in the classification practices of this course. A third class shot got no proficiency pay. At the same time the standard tests of elementary training were introduced.

When once the necessity of altering the training was realised, musketry never looked back; the standard all through units improved in leaps and bounds until, in the summer of 1914, our Regular Army at home, which formed the Expeditionary Force which came out to France, was superior in every form of musketry to the Armies of the other Nations engaged in the Great War.

The standard of rapid fire attained by our Army, far in excess of that of any other nation, was perhaps the most astounding feature of our musketry. It was largely due to this, coupled with the high standard of training in discipline and manœuvre, which enabled our Expeditionary Force in 1914 to accomplish the retreat, to turn round and face the enemy on the MARNE and fight the critical battle at YPRES. Efficiency in the use of a weapon gives confidence, confidence produces

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moral, and it was the moral of the individual soldier which then saved the day.

Now let us look at the **standard of the British Army of to-day.** Put plainly, there is no standard at all. The British soldier neither will, nor in many cases can, let off his rifle at all. His knowledge of the use of his rifle is negligible. The same inefficiency largely applies to the leaders of fire units. The theory of fire direction is an unknown quantity; the very large majority of Officers are unable to give an intelligible fire order. Even when they do give one, the men cannot understand them.

Now, why has this state of affairs come to pass? There are **many reasons.** *First* and foremost, the exigencies of the service and the duration of the war have gradually caused the **period of a recruit's training to decrease,** and with the decrease automatically comes the shortening of the recruit's musketry training. *Secondly,* the **quality of our instructors.** The majority of our old trained Officers and non-commissioned officers are gone, and we have no reserve to take their place. *Thirdly,* the introduction **of new weapons,** such as the bomb, rifle grenade and mortars. A new toy always attracts, and it has not failed to do so in the present case. The moment the opposing forces sat down to trench warfare the bomb came into fashion; every man had to be a bomber; bombers were given special badges, special privileges, etc., and through these musketry was stifled. The bomb is **useful in its proper place,** but we have not allowed it to remain there. Instead, we have tried to bomb our way to BERLIN and failed, and if we try it again we shall fail again. The advance of infantry cannot be covered exclusively by bombs; it must also be covered by infantry fire of rifles aud automatic firing weapons. In trench warfare and attack we have developed artillery action to such a pitch of perfection that we think we can do without the rifle. In some cases we can—in open and semi-open warfare we cannot. *Fourthly* (this comes almost under the previous heading), the

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introduction of the **Lewis Gun** as a company and platoon weapon. Think of the reason for its introduction; the answer is the necessity for more fire power, and **more fire power** was wanted because our riflemen were deteriorating in skill. With the old standard of musketry we could do much better with even only a quarter of the number of Lewis guns. *Fifthly,* the **Army Gymnastic Instructors,** who arrived in this country under Colonel Campbell. They came out here to preach the bayonet, and right well have they done it. Looking at the position broadly, we began at the wrong end. It is no use teaching the man how to fight when he gets to close quarters unless you teach him how to get there. The balance is wrong; owing to the energy, extraordinary persuasiveness, and efficiency of these instructors, the whole Army is bayonet-fighting, and the improvement is astounding. What is wanted is a band of fanatics equally efficient, equally energetic, and equally persuasive as Colonel Campbell and his men to come out preaching the gospel of the rifle. The balance would not go down the other end with a bump; Colonel Campbell will see to it that the level is kept, because there is no greater adherent in favour of the combination of rifle and bayonet than he himself.

How can this state of affairs be **remedied?** Armies, Corps, and Divisions may create schools and camps of instruction, but it really **rests with Battalions themselves.** Many of us may feel that we do not know how to teach musketry; that it is some intricate science which takes years of study to grasp. That is wrong. What is wanted as a start is the **elementary training necessary** to enable a man to shoot **straight** and to **shoot where he is told.** This is the bedrock on which the confidence of the soldier in his ability to "hit" is founded. I feel sure many of you have been told during the short times you have had for training your men **to go and do some musketry,** and many of you have at once begun to wonder what to do. If you will take the **standard tests of elementary**

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training and use them as your guide, you will, I think, not go far wrong. These tests were evolved in 1908 and 1909 as a guide, and something for the instructor and man to work up to. No one who was not in the Regular Army at home before the war can realise the success of those tests. The efficiency of our Army musketry **depended much more on them** than **all the range practices in the world.** You cannot run before you can walk, and this is exactly the same with musketry. You cannot possibly hit a man even at short range until you know the position to get into, the way to hold the rifle and control the nerves, and the way to aim. There is probably no form of military training in which the best **sequence of training** has been so carefully worked out as musketry, and worked out as the result of practical experience. For example, a man should not be taught to take a rapid aim before he can take one deliberately, or to load rapidly before he can do it slowly without bungling the rounds. I am afraid this is often done. You will only be wasting time if you do it, and much better results could be obtained if you teach your men in a logical sequence.

Again, many of you, I feel sure, will have found you have not got the **appliances** you think you require for elementary training. All essential appliances are very easily improvised within a Battalion. Three-angle iron wiring posts, a bit of wire and a sandbag make an excellent **aiming rest.** An aiming rest need not necessarily be a tripod; a sandbag on top of a trench or on a table serves the purpose equally well. **Eye-discs.** A piece of tin cut from a biscuit-tin and enamelled white, with black bull's-eye, and tacked on to a stick, is best, but a piece of card with bull's-eye pencilled or inked on will do nearly as well. **Aim correctors** are more difficult to make, but they are not at all necessary. Except when the man under instruction is actually firing, an eye-disc is much better. **Dummy cartridges** are more difficult to obtain and are heavy to carry in transport; but, if they are not available, rapid loading can be practised with ball ammunition. This practice

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must be carried out against a bank, wall, breastwork, or in a chalk pit, and proper supervision must be maintained, otherwise accidents are likely. Tests in rapid aim and rapid fire must be carried out with empty rifles if dummies are not available, or, if ball ammunition is used, on a recognised rifle range, due safety precautions being taken.

Now take **practice on the range with live ammunition. Again start at the beginning.** Before a man can hit a mark he must be able to shoot consistently; that is to say, he must be able to hold the rifle still by controlling his nerves; he must be able to take a consistent aim and he must be able to press the trigger without disturbing that aim. The first object, therefore, you should keep in view is to teach the soldier to group. Grouping is the essence of shooting, whether it is the recruit, the trained soldier, or the finest shot in the world who is shooting. Until a man can shoot consistently, it is quite impossible for him to hit a mark except by luck, and it is useless to try and teach him to do so. Grouping is practised by the finest shots in the world, and if it is good enough for them, it is good enough for us. From the **instructor's point of view grouping** is most valuable, since from the results of a grouping practice, both from personal observation of the man while he is actually firing and the shot-holes on the target, it is comparatively easy to find out what the man has done wrong. A grouping practice does not end directly the man has fired his last shot. It is really only beginning, and it is the analysis of the man's faults after the shooting is finished where the secret lies. From a combination of watching the firer, examining his shots on the target and testing his rifle if necessary, in nearly all cases the man's trouble can be traced, and then it is for you, by instruction, to cure him of the fault.

After the man has learnt to group satisfactorily, but not before, the next thing is to teach him to apply his shots to a given mark. Let me give you a word of warning. The man is shooting on the range to obtain

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benefit from the instruction given and not to **obtain an average for his platoon.** If you allow the latter to over-ride the former, more than three-quarters of the benefit he ought to get is lost. **Letting off the rifle,** speaking generally, **does the man little good.** The old saying that " every shot should be a lesson " is a very good one, and if it isn't done you are only allowing ammunition to be wasted. You probably have difficulty owing to your Section Commanders being **indifferent instructors.** They may be. If you cannot get them to an instructors' course at a musketry camp, and you are short of good instructors, remember that it is better to give the men less practice with a good instructor than a lot of practice with bad instructors.

So far I have not touched on **snapshooting or rapid fire,** in both of which our Army excelled before the war. It is not because they are not of the greatest importance, but because it is waste of time and ammunition to teach them until the men can group and apply. When once they can, or some of them can, concentrate on it, because it is the present failure of our riflemen to produce it that is causing many of our failures in battle. If we were able to concentrate an intensely rapid fire with rifle and automatic weapons on points at which the enemy holds us up, the constant delays which allows the enemy to organise defences would not occur so often.

As regards the ranges themselves. In the Somme and Scarpe regions, at any rate, rifle ranges can be made close to almost any billet. Chalk pits, banks and ruined houses abound. With very little work they can be made into most excellent 30-yards ranges, and almost any form of elementary musketry can be taught on them. In many places ranges up to 100 yards or more can be made. Whenever a Battalion is going into a new billeting area an Officer is always sent on ahead to make arrangements for training. Let the rifle range be his first objective. He must find out from Area Commandant or Town Major where the range is,

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whether there are targets or not, and if there are other troops in the area get range allotted to Battalion. If no targets are ready made and none are provided by the Division, he must see that materials will be available for making them the moment the Battalion gets back. If no range exists, he must fix on a site and work out how much time and labour will be necessary to complete it.

Good targets are essential to efficient musketry training. Men may constantly be seen shooting at a target or biscuit tin riddled with bullets. There are so many shots on the target that neither the firer nor his instructor can distinguish the shots. Such range practice is of no value. Unless the position of the man's shots can be accurately determined he is getting little value from his shooting, and the instructor cannot instruct properly. If you are going to use a range of such a length that shot-holes cannot be easily seen with field glasses, you must have a trench at the butt and markers to signal the position of hits.

Satisfactory targets can easily be made by Battalion pioneers. The frames can be made from packing cases or ration boxes. Canvas stretched on the frame and faced with paper pasted on completes the target. In most large towns in France it is possible to buy large quantities of paper from a paperhanger's shop, white for bull's-eye targets for grouping, or coloured for application practices. If paper cannot be bought, old newspapers do very well. Canvas is sometimes difficult to get; stout paper or several layers of newspaper pasted together make excellent substitutes.

Target frames for use in markers' gallery are not difficult to make, but take time, the "windmill" type being the best. It is quicker to make targets with legs which can be dropped into sockets buried in the ground.

Figure 3 targets for snapshooting should be cut out of the three-ply wood, of which tea-chests are made.

Falling plate competitions are very popular in regimental rifle meetings. Iron falling plates are not likely

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to be obtained, nor tiles, but an excellent falling target can be made from any bit of board of suitable size, the thicker the better, with two small feet added to make them stand steady.

Tin targets are seldom satisfactory, unless very small; they buckle up and splinters may hit markers.

Finally, a word about other branches of elementary musketry. Visual training and judging distance are both of the greatest importance. The majority of our men are probably drawn from towns, and have seen little of the open country. Their eyes and brain are trained only at short distance, watching machinery, clerking, etc. At this they are trained to a high state of efficiency, but it is not what is wanted from a military point of view. The distances they look at are limited by the length of the street; they have had no opportunities for estimating distances in the open. Both these should and can be practised almost at any moment when out training. They may often afford a welcome change during drills or an attack practice.

I have dealt this morning with elementary musketry training only. I propose to talk about fire control, fire direction, visual training and ranging later.

This is not a musketry school, and obviously no attempt will be made to make you all into marksmen. The object of the six days' musketry you do here is to show you methods by which certain musketry subjects can be taught, so that you will be better able to carry on the musketry training of your Battalions in France.

The exercises you will carry out will be of a sort that could be done just as easily in France, and the ranges, equipment, etc., used will be of a kind that could be readily obtained or improvised in almost any billets.

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PART III.

MUSKETRY TRAINING.

Suggested programmes for musketry training in billets.

(A) A Four Days' Course.

1st Day.

Test RAPIDITY OF AIM, rifle brought from loading position to aim and fire; time 4 secs., followed by 3 secs.—aiming discs made out of cardboard, or paper on wood, with small hole and bull's-eye painted at 12 o'clock.

Test RAPID LOADING six chargers in pouches which are buttoned; to be loaded and ejected in one minute, and pouch buttoned after each charger taken out.

(To be done in open country, to minimise risk of damage from round going off, or piece of wood fixed between trigger and guard, to prevent trigger being released.)

Test RAPIDITY OF FIRING ten rounds at aiming disc in 30 secs., rifle unloaded, each shot to be named.

2nd Day.

Judging distance and units of measure of 100 yards, up to 300 yards.

Practise loading blindfolded, as in test for rapid loading; time 1½ min.

3rd Day.

Description of country, recognition of targets, and practise of fire orders.

4th Day.

Run through the positions in the open, also making use of cover and folds in the ground.

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Afterwards combine this with movement, snapshooting at targets raised from certain positions, rapid fire, sight-setting, and aiming-off for wind.

In the 1st and 4th days particular attention must be paid to the following points :—

1. Nose not resting on the thumb when aiming.
2. First joint of forefinger right round trigger, and not just the tip of the finger.
3. Left hand at point of balance, gripping the rifle firmly, and not holding the magazine.
4. Butt well into the shoulder.

RANGE PRACTICES (If Ranges Available).

No.	Practices.	Target.	Distance (Yards).	Rounds.
1.	Grouping ...	Fixed bull's-eye	50 or 100	5
2.	Application...	Fixed bull's-eye or figure.	200	5
3.	Snapshooting	Figure.	100	5 (5″ exposure).
4.	Application...	Figure.	300	5
5.	Rapid	Figure.	300	10 (30″ exposure).

Practices 1, 2, and 3 fired 3rd day.
Practices 4 and 5 fired 4th day.

(B) **A one week's course when out of the trenches, and when time at your disposal is limited to one hour per day.**

1st Day.

½ hour—Instruction in Care of Arms (M.R., Ch. II).
½ ,, —Officers and non-commissioned officers; Theory of Rifle Fire and its practical application (M.R., Ch. III).

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2nd Day.

½ hour—Aiming Instruction (M.R., Ch. IV, Secs. 36-44).
¼ ,, Trigger Pressing (M.R., Ch. IV, Sec. 47).
¼ ,, —Loading and Rapid Loading (M.R., Ch. IV, Para. 242; M.R., Ch. IV, Sec. 52).

3rd Day.

¼ hour—Aiming Instruction (M.R., Ch. IV, Secs. 36-44).
¼ ,, —Trigger Pressing (M.R., Ch. IV, Sec. 47).
½ ,, —Firing Positions (M.R., Ch. IV, Plates XIX-XXXIII).

4th Day.

½ hour—Rapid Loading (M.R., Ch. IV, Sec. 52).
½ ,, —Firing Positions (M.R., Ch. IV, Plates XIX-XXXIII).

5th Day.

½ hour—Night Firing (M.R., Ch. III, Sec. 35).
½ ,, —Firing Positions to include Snapshooting and Rapid Firing (M.R., Ch. IV, Plates XIX-XXXIII; M.R., Ch. IV, Sec. 57, Para. 273; M.R., Ch. IV, Sec. 52, Paras. 260-263).

6th Day.

½ hour—Night Firing (M.R., Ch. III, Sec. 35).
½ ,, —Collective Fire (Preliminary) (Ch. IV, Secs. 56-60).

7th Day.

1 hour—Officers and non-commissioned officers: Fire Orders (Ch. IV, Secs. 56-60). Control and Direction of Fire.

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MUSCLE EXERCISES.—M.R., Ch. IV, Sec. 54. To be performed for short periods during the Training, to prevent the men from getting cold.

VISUAL TRAINING.—Judging Distance (M.R., Ch. V). A chart of ranges should be prepared near billets or training ground for frequent use.

RANGE PRACTICE.—When possible—1 Grouping Practice, 5 rounds; 1 Deliberate or Rapid Practice, according to skill of the firer, 5 rounds.

APPLIANCES.

Eight aiming targets per Company should be made and kept up. They should be made of a size suitable for the range practices also. As the ranges are short, about 18 in. square is a suitable size.

Rests for aiming must be improvised either by means of tripods similar to those which are an article of store, or by means of sandbags.

GENERAL.

It is essential that, on the day previous, Instructors should carefully study that portion of the subject they intend to exercise their men in, so that when they come on to parade they know every detail of their subject.

(C) **A suggested Ten-Day Course, based on the Standard Tests, is given in S.S. 152 ("Instructions for the Training of the British Armies in France") on page 55.**

(D) **A fourteen days' course of musketry training.**

1st Day.

Test RAPIDITY OF AIM, rifle brought from loading position to aim and fire; time 4 secs. followed by 3 secs.—aiming discs made out of cardboard, or paper

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on wood, with small hole and bull's-eye painted at 12 o'clock.

Test RAPID LOADING six chargers in pouches which are buttoned; to be loaded and ejected in one minute, and pouch buttoned after each charger taken out.

(This should be done in open country to minimise risk of damage from round going off, or piece of wood fixed between trigger and guard to prevent trigger being released.)

Test RAPIDITY OF FIRING ten rounds at aiming discs in 30 secs., rifle unloaded, each shot to be named.

2nd Day.

Test ADJUSTMENT OF SIGHTS, 3 secs. for each distance. Judging distance up to 300 yards, and practise units of measure. Muscle exercises.

3rd Day.

Run through the positions in the open, practise snap-shooting at targets raised from certain positions, also rapid fire, and aiming off for wind. Practise loading blindfolded.

4th Day.

RANGE PRACTICE, grouping at 50 or 100 yards, five rounds. Judging distance up to 600 yards.

5th Day.

RANGE PRACTICE, application at 200 yards, bull's-eye or figure target, five rounds. Muscle exercises.

6th Day.

Description of country, recognition of targets, and practise of fire orders. Practise rapid loading.

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7th Day.

RANGE PRACTICE, Snapshooting 200 yards, 5 rounds, 3 secs. exposure. Snapshooting 300 yards, 5 rounds, 4 secs. exposure.

8th Day.

RANGE PRACTICE, application 300 yards, 5 rounds, figure target. Rapid 300 yards, 15 rounds in a minute, 5 rounds in rifle and remainder in pouches.

9th Day.

Judging distance; muscle exercises. Practise bad shots on range at 100 and 200 yards, 5 rounds grouping, and 5 rounds application.

10th Day.

Taking up positions, use of cover, description of targets, fire orders and fire discipline, passing of orders.

11th Day.

Judging distance up to 600 yards, fire 5 rounds each at 400, 500, and 600 yards application, if conditions permit.

12th Day.

Practise Section Commanders in use of glasses and describing objects so as to direct the fire of their men on to an area of ground, making allowance for wind, etc.

13th Day.

RANGE PRACTICE, 200 yards application, 5 rounds and 10 rounds rapid in 30 secs. at figure target, rifles unloaded, chargers in pouches.

14th Day.

Fire orders, description of targets, judging distance up to 600 yards.

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CHAPTER IV.

DRILL.

Too much stress cannot be laid upon the importance of Drill, and an Officer cannot expect to aspire to the command of a Battalion unless he has knowledge of what is right and wrong in this respect.

He can never attain this knowledge unless he has first studied the fundamental principles of Squad and Platoon Drill. It is with this object in view that the following circular on Drill has been drawn up, giving Officers in a systematic form the most common faults that are met with in Drill.

PART I.

COMMON FAULTS IN DRILL WITHOUT ARMS.

1. Position of Attention.

(a) Head forward.
(b) Hands forward.
(c) Feet too close and heels not in line.
(d) Body crooked.
(e) Stomach protruded.

Note.—Back of neck should be just feeling the coat collar.

2. Position of Stand at Ease.

(a) As for No. 1 and also
(b) Arms not to full extent.
(c) Feet not sufficiently apart (12 inches).

3. Position of Stand Easy.

(a) Moving feet.

4. Saluting to the Front.

(a) All methods except the one laid down are incorrect.
(b) Commencing the salute before halting.
(c) Slapping leg and bringing the hand down.

4a. Saluting to the Side.

(a) Not turning the head and eyes towards the Officer saluted.
(b) Commencing the salute too late.

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5. Marching.

(a) Arms swinging from the elbow instead of from the shoulder.
(b) Looking on the ground.
(c) Crowding.
(d) Correcting the dressing hurriedly.
(e) Not enough swagger.
(f) Straggling.

6. Marking Time.

(a) Hands moving.
(b) Feet not raised sufficiently.

7. Marching in File.

Not maintaining the correct distance.

Note.—When a halted line is turned to a flank, each man is then at the distance he must maintain when marching in file.

8. Marching in Fours.

(a) Fours not dressed.
(b) Not covered off.
(c) Loss of distance between sections of fours.

9. Dressing.

(a) Slow.
(b) Not turning the head and eyes SMARTLY to the front when dressing is completed.

Notes.—(1) In non-ceremonial the men take up their own dressing on the completion of each movement, except after the command "Halt," when the men stand fast. Then, if the alignment is not sufficiently good, the order "Right Dress" is given.

(2) In ceremonial not a man moves until the command "Right (or Left) Dress" is given.

(3) In non-ceremonial the command "Stand Easy" may be given from the "Order," and no time will be lost in bringing the men to this position. In ceremonial the command "Stand Easy" will only be given after the command "Stand at Ease."

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PART II.

COMMON FAULTS IN DRILL WITH ARMS.

1. The Order from the Stand at Ease.

(a) Incorrect position of the rifle.
(b) Same as for the position of Attention.

2. The Stand at Ease from the Order.

(a) Rifle to the right or left.
(b) Rifle not to the full extent of the right arm.

3. The Stand Easy.

Right hand must be brought smartly from the lower band to (a) nose cap in the case of the short rifle, and (b) upper band in the case of the long rifle.

4. Slope from the Order.

(a) Throwing the rifle forward in the first motion.
(b) Moving the head in the second motion.
(c) Not cutting the hand SMARTLY in the third motion.

5. The Present from the Slope.

(a) Not bringing the right hand across SMARTLY to the "small" in the first motion.
(b) Not meeting the rifle SMARTLY above the magazine in second motion with the left hand.
(c) Not meeting the rifle SMARTLY with the left hand behind the backsight in the third motion.
(d) Not keeping the head steady throughout the movement.

Note.—Each motion of the PRESENT should be HEARD distinctly.

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6. The Slope from the Present.

(a) Movement of the head in the first motion.
(b) Not cutting hand away SMARTLY in the second motion.

7. The Order from the Slope.

(a) Not bringing the rifle down to the full extent of the left arm in the first motion.
(b) Not meeting the rifle SMARTLY with the right hand at the lower band in the first motion.
(c) Not placing the butt quietly on the ground in the third motion.
(d) Not cutting the left hand SMARTLY away in the third motion.
(e) Not keeping the head steady throughout the movement.

8. For Inspection "Port Arms."

Incorrect sequence: CUT OFF—SAFETY CATCH—BOLT.
Correct sequence: SAFETY CATCH—CUT OFF—BOLT.

9. Ease Springs.

Incorrect sequence: CUT OFF—BOLT—SAFETY CATCH.
Correct sequence: BOLT—CUT OFF—SAFETY CATCH.

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PART III.

CEREMONIAL DRILL.

The Battalion in Line, in Close Column of Companies, and in Column of Route.

Posts of Officers.—In line, the Battalion Commander will be fifteen paces in front of the centre of the line. The senior Major will be ten paces in front of the right guide of the Battalion, the Adjutant ten paces in front of the left guide. Company Commanders will be ten paces, Officers Second in Command of Companies three paces, in front of the centre of their companies. Platoon Commanders, when Officers, will be three paces in front of the centre of their platoons. If there are less than four Officers Commanding Platoons in any company on parade, the Officer Second in Command and the Platoon Commanders will divide the company frontage equally between them.

In close column of companies, which for ceremonial will be at twelve paces' distance, measured from the heels of the front rank of one unit to the heels of the front rank of the next, the Battalion Commander will be fifteen paces in front of the centre of the leading company. The senior Major will be on the right flank of the battalion, three paces from a point midway between the first and second companies, the Adjutant immediately in rear of him, between the third and fourth companies, except that when the battalion is on the move it will be the Adjutant's duty to place himself in a position from which he can best superintend the direction of the advance and the covering of the guides on the directing flank. Company Commanders will be three paces from the left flank of their companies. Officers Second in Command of companies will be three paces in front of the centre of their companies, Officers Commanding Platoons three paces in front of the centre of their platoons.

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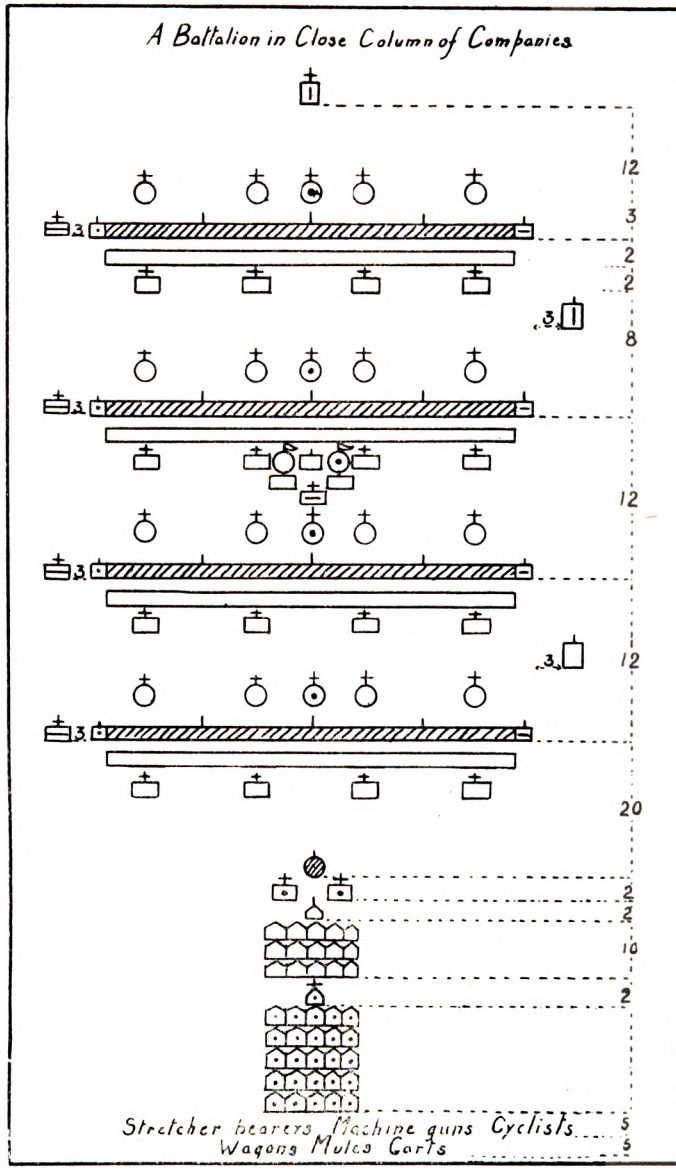

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If there are less than four Officers Commanding Platoons in any company on parade, the Officer Second in Command and the Platoon Commanders will divide the company frontage equally between them.

In column of route, the Company Commander and Company Sergeant-Major will march at the head of the Company, the Second Captain and Company Quartermaster-Sergeant in rear; Platoon Commanders will march in front and Platoon Sergeants in rear of their respective platoons. The necessary intervals will be made on the march for this purpose. In no case will more than four individuals march abreast.

The Battalion Marching Past.

Posts of Officers.—When marching past the reviewing Officer by companies, the Battalion Commander will be fifteen paces in front of No. 2 Platoon of the leading company, the senior Major in front of No. 3 Platoon in line with the Battalion Commander. The Adjutant will follow ten paces behind the centre of the rear company. Company Officers as in para. 1 above. When marching past in close column of companies the Battalion Commander will be fifteen paces in front of the centre of the leading company. The senior Major and the Adjutant will be ten paces in rear of the centre platoons of the rear company, the senior Major nearest the saluting base. Company Commanders will be three paces from the outer flank of their companies. Officers Second in Command of companies and Officers Commanding Platoons will be as in line, but dividing the frontage of their companies equally between them,

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PART IV.

GUARDS.

A good Regiment mounts good guards, and the state of a Regiment can be determined by the manner in which its guard duties are performed.

Orders are being constantly issued by the Higher Command in France regarding the slackness of sentries, etc., when on guard, and enjoining all officers to take steps to ensure that the guard duties are correctly carried out.

Staff and Regimental Officers often do not know where to look for irregularities on guard or how to correct these irregularities when they do occur.

The following gives in detail a system for guard mounting, and also some of the commonest faults on guard :—

(A) General Rules.

1. When guards turn out they will fall in with sloped arms. When the guard is commanded by a non-commissioned officer, he will fall in on the right of the guard.

2. Guards, including reliefs, rounds and patrols, will march with sloped arms and bayonets fixed. In wet weather arms will be carried at the "secure." Sentries, when moving, are to do so at the "slope."

3. Guards and reliefs on the march meeting persons entitled to a salute will pass on at "sloped arms," paying the compliment of "eyes right" or "eyes left" as required.

4. Guards will not turn out after "Retreat" or before "Réveillé," except at "Tattoo," on the approach of an armed party, in cases of alarm, or to

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receive visiting rounds, nor will they during this period pay any compliments.

5. Sentries will not present arms to any officer or armed party after "Retreat"; but as long as they can discern an officer they will halt and turn to their front on his approach, and salute with the rifle at the "slope," as directed in "Infantry Training."

6. Sentries in their sentry boxes will salute by coming smartly to attention.

7. The honours and salutes paid by guards and sentries are detailed in the King's Regulations.

Parties marching with arms at the "secure," and parties with side arms, will pay and return compliments as unarmed parties.

8. All guards will turn out at the commencement of "Réveillé," "Retreat," and "Tattoo" sounding; the commanders will then carefully inspect them.

(B) Relieving or Posting a Guard.

1. When the ground admits, a new guard will advance in line towards the front of the old guard, and will be drawn up when possible 15 paces in front, or when not possible, 6 paces from the left of the old guard.

2. As soon as this is completed the old guard will present arms, and the new guard will return the salute. Commanders of the guards will, if non-commissioned officers, present arms at the same time as the men.

3. Both guards will, in like successive manner, slope arms, order arms, and stand at ease.

4. The guard will then be told off and the first relief sent out. When the first relief of the new guard is sent out, a corporal belonging to the old guard will accompany it to bring in the relieved sentries. If the relief moves in line, he will be on the left flank; if in

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file (or as in file) he will be at the head of the front rank of files (or rank). As soon as all the sentries are relieved the two corporals will change places, and the corporal of the old guard will assume command. While the relief is marching round, the commander will take over the property in charge of the guard.

5. When the reliefs have returned and all the men of the old guard have fallen in, both guards will be called to attention and ordered to slope arms.

6. The old guard will then move off.

7. When the old guard is clear of the ground, the new guard will slope arms, and if not already there, will move on to the same alignment occupied by the old guard. Arms will then be ordered, and the commander of the guard will read and explain the orders of the guard to his men; these orders will also be read and explained to the men forming the first relief when they come off sentry. The men of the guard will then be dismissed to the guard-room.

(C) Relieving and Posting Sentries, and Marching Reliefs.

1. RELIEF—HALT.—On the approach of the relief, the sentry, with the rifle at the slope, will place himself in front of the sentry box. The corporal of the relief will halt the relief at about two paces from the sentry.

The new sentry will then move out from the relief and fall in on the left of the old sentry, facing in the same direction; the old sentry will then give over his orders, the corporal seeing that they are correctly given and understood.

PASS.—The old sentry will move to his place in the relief, and the new sentry will close two paces to his right.

RELIEF, QUICK—MARCH.—The relief will be marched off.

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2. When a sentry who is to be posted on a new post has reached the post assigned to him, he will be ordered to halt and face in the required direction. The corporal will then read and explain the orders to him.

The object for which he is posted, the front of his post, and the extent of his beat will then be clearly pointed out to a sentry when first posted.

3. Sentries must not quit their arms, lounge or converse with anyone on any pretence, nor may they stand in their sentry boxes in good or even in moderate weather.

Sentries moving about on their post will always turn outwards when turning about.

4. MARCHING RELIEFS.—Reliefs of fewer than four men will be formed in single rank, when of four men or upwards, they will be formed into two ranks. (In streets or narrow places reliefs should always be marched in single rank.) When marching in line, the corporal will be on the right; when in file (or as in file) he will be on the right of the rear file (or man).

(D) Sentries Challenging.

1. Challenging on the part of a sentry will be carried out as follows :—

When a person or party approaches the post, the sentry will, as soon as the person or party is within speaking distance, call out "HALT! ADVANCE ONE," at the same time coming to ON GUARD, but without drawing back the right foot; if the person or party approaching gives a satisfactory reply, the sentry will say "PASS FRIEND, ALL'S WELL," remaining ON GUARD till the person or party has passed.

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GUARD MOUNTING.

(A) **Forming Up.**

Guards will form up in line in two ranks (if fewer than four men in one rank).

The commander, if a non-commissioned officer, will be on the right in line with the front rank.

If a sergeant and a corporal are present, the sergeant to be on the right and the corporal on the left of the front rank.

The quarter-guard will be on the right, billet guards on the left.

The Battalion and Company orderly-sergeants will form up facing the duties and 30 paces from them just clear of the right flank; the Battalion orderly-sergeant on the right.

The Regimental Sergeant-Major will have the duties formed up as above at the time ordered for parade.

He will ascertain from the orderly-sergeants if the duties are present.

He will prepare the duties for inspection, giving the following commands :—

"Duties, Attention. Fix — Bayonets. Right — Dress. Eyes—Front. Rear Rank, one pace step back —March. Rear Rank, Right—Dress. Rear Rank, Eyes—Front."

On the approach of the Orderly Officer he will order the duties to "slope arms." He will then hand over the duties to the Orderly Officer, reporting "Duties Present, Sir."

(B) **Orderly Officer.**

The Orderly Officer will now proceed as follows :— "Duties, Order—Arms."

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He will then proceed with the inspection in the usual way.

At the conclusion of the inspection he will prepare the duties for marching off as follows :—

" Duties, Attention. Close ranks—March. Fix—Bayonets. Slope—Arms. Non-Commissioned Officers, Take—Posts." (On this latter command the sergeant will turn about and move in quick time to his post two paces in rear of the centre of the guard. The corporal will turn about and move in quick time and occupy the position vacated by the sergeant.) " To your guards, Quick—March." Then guards will march off by the right, the commander giving the command, " Eyes—Right " or ' 'Eyes—Left " to the Orderly Officer.

Notes.—(1) During the inspection the Orderly Officer will be accompanied by the Regimental Sergeant-Major and Battalion orderly-sergeant. The latter will note deficiencies.

(2) The sergeant of the guard will not fix bayonets either for inspection or marching off.

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COMMON FAULTS ON GUARD.

(a) Failure on the part of the sentry to notice the approaching Officer, even though that Officer may be the Brigadier riding slowly towards the post. Result: no warning to the guard to "Stand to," and guard not turned out till the Officer is on top of it.

(b) Failure of the guard to double out to its post. Many non-commissioned officers and men stroll leisurely to their places.

(c) Failure of the non-commissioned officer first to dress his guard, then to inspect it, then to give the proper word of command in a loud tone of voice, i.e., "GENERAL SALUTE—PRESENT ARMS."

(d) Failure of the non-commissioned officer when he has been told to slope arms to take a pace forward, and, bringing his hand across the small of the rifle, to report, "GUARD ALL PRESENT (or otherwise) AND CORRECT, SIR."

(e) Failure of the non-commissioned officer to give the right word of command in dismissing his guard, e.g., the Brigadier frequently hears, "GUARD, TURN IN," instead of "GUARD, DISMISS."

(f) Failure of the guard when dismissing to turn to the right together, to bring their hands across to the salute together, to turn their head and eyes in the direction of the Officer they are saluting together, and to cut their hands away and turn their head and eyes to the front together.

(g) Failure on the part of many of the sentries to take the slightest notice of the Brigadier, or other Officers, when the latter are passing a sentry in a car, or riding perhaps within 50 to 60 yards of him. *N.B.*—The sentry need not necessarily turn the guard out, but he ought and must most certainly pay the proper compliments.

(h) Failure on the part of the non-commissioned officers (even full rank non-commissioned officers who have been with the Battalion from the commencement)

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to know the name of their Brigadier, to say nothing of not knowing the name of their Divisional General.

(i) Failure on the part of many non-commissioned officers in charge of guards to realise the importance of being on duty outside the Guard Room in order to watch the sentry and help him to perform his duties in a soldierly manner. *N.B.*—All the non-commissioned officers, even where there are two on guard, remain inside their barns or tents, and make no attempt to supervise their guards.

And last, but not least, a general failure on the part of non-commissioned officers to call parties of men to attention when the Brigadier is riding past, either slowly or at a walk, through the billets.

It is the duty of every Officer in a Battalion, from the Commanding Officer downwards, to know how guards should be mounted, and to know how to check and put right irregularities when they occur. There is no better way of ensuring that a guard carries out its duties correctly than by ordering the Commander to take his guard immediately after mounting and make him drill and instruct it for one hour.

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PART V.

GAMES.

GENERAL REMARKS.

The essence of the following games is that they should be conducted with the utmost amount of energy and the rigid observance of all the details connected with them.

Executed in this way, they inculcate discipline and develop quickness of brain and movement, whereas, if carelessly carried out, they may do more harm than good.

A game may be introduced into the daily P.T. Table to prevent monotony, either before or after the Marching and Jumping Exercises or in place of them, according to the time available.

Games should not be continued for too long, and must not be carried out to the detriment of P.T. proper. Maximum time devoted to games during a Table should never exceed 10 minutes.

1. JUMPING THE BAG.

Formation.—The players stand in a circle at close intervals and facing inward.

Apparatus.—A light rope 5 to 8 yards long, to one end of which is attached a small bag of canvas or leather filled with sand and weighing about 1 lb.

Method of Playing.—The Instructor stands in the centre of the ring and swings the bag round, gradually paying out the rope until it becomes necessary for the players to jump to avoid it. The direction in which the bag is swung should be varied. The rate of swinging as well as height of the bag from the ground should be

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gradually increased. The object of the players is, of course, to avoid being caught by the rope or bag and brought to the ground.

Common Faults.

Some of the players stand outside the ring, the bag thus not passing under their feet.

2. SIMPLE RELAY RACE.

(*a*) **Formation.**—Two parallel lines are marked out about 20 to 50 yards apart.

Each team is divided into two parts containing an equal number of players.

These are drawn up on the parallel lines, facing one another and extended at intervals of about 1 yard.

Method of Playing.—On the word "Go," the left-hand man of each team drawn up on the one line races to and touches the outstretched hand of the man immediately opposite him. As soon as his hand has been touched, the latter races similarly to the next man opposite, and so on, the team whose last man first crosses the line being the winners.

(*b*) **Progression.**—Instead of touching a partner, a stick or other article may be carried and transferred, not thrown, from man to man.

Common Faults.

(1) Not waiting to be touched by a partner, or not waiting to receive the stick, etc., before starting.

(2) Standing in front of, instead of "toeing," the line.

3. THREE DEEP.

(*a*) **Formation.**—Players pair. One pair will be told off as "Chaser" and "Runner." Remaining pairs form a double ring, one man standing behind the other, with at least 2 yards between pairs who face the centre of the ring.

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Method of Playing.—" Chaser " and " Runner " take up their positions just outside the ring at opposite points of it. On the word "Go," the " Chaser " pursues the " Runner " with the object of " touching " him. If he succeeds, " Chaser " becomes " Runner," and vice versa. " Runner " can take refuge by placing himself, facing inwards, in front of a pair, whereupon the rear man of this pair, now three deep, immediately takes up the rôle of " Runner."

(*b*) **Progression.**

Formation.—As above, except that the men of each pair face one another about 1 yard apart.

Method of Playing.—As above, except that the " Runner " takes refuge *between* a pair, when the one to whom he turns his back becomes " Runner," and the late " Runner " steps back into his place.

This form of the game requires continual alertness on the part of both men in each pair.

Common Faults.

(1) The " Runner " dodges about too long before taking refuge, thus making the game tedious for the others.

(2) In (*a*) the " Chaser " and " Runner " dodge between the two men forming a pair. This is often due to the outer man not standing close enough to the inner one.

(3) The ring is allowed to grow too small. This is bound to occur unless each pair is careful to step back a short pace to its proper relative position in the ring every time a " Runner " halts in front of it.

4. "UNDER PASSING" RELAY RACE.

Apparatus.—Two or more objects about the size of a croquet ball, i.e., balls made out of rags or paper, boxing gloves, etc.

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Formation.—Players are formed into two or more ranks (according to numbers of men and balls available), facing the flank.

Method of Playing.—All the players, excepting the last one of each row, stand with their feet at least three foot-lengths apart, bend forward from the hips and grasp the hips or belt of the man in front.

The leading player of each row holds the ball; the rear one bends down in a position of readiness to receive it.

At the word "Go," the leading man throws the ball, or other object, backwards to the rear man, between his own legs and those of the other players of his row. The ball should be thrown so as to skim the ground. Should it not reach the rear man in one throw, the nearest player must seize it and pass it on in the same way. As soon as the rear man receives it, he must run to the front of his row and go through the same procedure as No. 1, and so on until the last man gets it, i.e., the original leader. The latter races to the front and places the ball on the ground in front of his feet; the first rank to do this is declared the winner.

Should the ball go outside the players' legs, the player at that spot must fetch it, return to his place and pass it on as described.

Common Faults.

The ball is thrown to the side or too high, instead of straight and skimming the ground.

5. "PLACING THE INDIAN CLUB" RELAY RACE.

(*a*) **Apparatus.**—Two or more Indian Clubs or some similar objects.

Formation.—As in "Under Passing" Relay Race. Opposite, and at about 15 and 20 yards respectively from the front man of each row, two circles of about 8 inches diameter are marked on the ground, one

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straight behind the other. In the nearest of each of the circles an Indian Club or other object is placed standing on end.

Method of Playing.—At the word "Go," the first player of each row races to the first circle, seizes the club with the left (right) hand, and with the same hand stands it up in the second circle situated 5 yards off. He then races back and touches the outstretched hand of the next man of his row. The latter then races to the club and in the same way places it back in the near circle, and so on alternately until each man of the row has had his turn. The last man, having deposited the club in the circle, races back to the line which the front men were originally "toeing." The first row to finish are, of course, the winners. Each man, after having touched the outstretched hand of the "next to run," places himself at the rear of his row, which keeps moving forward so that the "next to run" is always "toeing" the original line.

Should the club fall over, the player responsible must replace it in position before the game may be continued.

(*b*) **Progression.**—Between the front man and the nearest circle of each row (which distances should be increased in this case to almost double) a circle of about 1 to 2 yards diameter is drawn.

Each player must, on his way to the club, run round this circle from left to right, and on his way back from right to left. Procedure otherwise as already described.

Common Faults.

(1) Using both hands or the wrong one to place the club.
(2) Players overstepping the line before being touched by the returning man.
(3) Running round the circles in the wrong direction.

6. "WHIP TO THE GAP."

Apparatus. — A knotted handkerchief, towel or other suitable object.

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Formation.—The players stand in a ring at close intervals, lean forward, look on the ground in front of them, and hold their hands behind their backs.

Method of Playing.—The Instructor walks or runs round the outside of the ring and as secretly as possible places the handkerchief in the hands of one of the players. The latter at once chases his right (left) hand neighbour, beating him with the handkerchief as he runs round the ring back to his place.

Both then take their places in the ring, and the Instructor proceeds again as before.

The latter should endeavour to deceive the players as much as possible as to whom the handkerchief has been given.

Common Faults.

Players looking round to see who receives the handkerchief.

7. CHANGING PLACES.

Formation.—All the players but one stand in a circle of about 7 yards or more diameter, facing inward. The odd player stands in the middle.

Method of Playing.—Each player is given a number, which he retains all through the game. The Instructor calls out two numbers (but not, of course, that of the player in the middle), and the players so numbered must change places in the circle. While they are doing so the odd player must try to get into one of the vacated places first, and if he is successful the ousted player then becomes the odd man in the centre.

8. CIRCLE TOUCH BALL.

Apparatus.—A football.

Formation.—Players stand in a circle 1 to 2 paces apart, facing inward, with one player inside the circle.

Method of Playing.—The football is passed, by hand, from one player to another, and the player inside the circle endeavours to intercept it. If successful, he changes places with the last thrower. If the ball falls

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to the ground, the player responsible either for the bad pass or missed catch—at the discretion of the Instructor—changes places with the player inside the circle.

Common Faults.

(1) The ball is held too long before passing (about 3 seconds may be put as a time-limit for holding the ball).

(2) The ball is kicked, which is wrong, and spoils the whole idea of the game.

9. MAZE.

Formation.—All the players, except two, stand in parallel ranks one behind the other. The distance between each player and each rank is that of "double arm's length," so that whichever direction the ranks may face with arms extended horizontally a line of players with finger tips touching will be formed. The ranks should be drawn up so as to form a square as nearly as possible.

Method of Playing.—The chaser has to pursue the runner up and down the lines until he catches him, neither being permitted to pass under the outstretched arms. The Instructor makes sudden changes in the lines by calling out "Right Turn" or "Left Turn," on which all turn in the required direction, still keeping the arms outstretched. These sudden changes alter the direction of the paths down which the two players may run. The interest depends greatly upon the judgment of the Instructor in giving the commands "Right (or Left) Turn." They should be given frequently and sharply, and often just at the moment when the chaser is about to catch the runner.

The game continues until the runner is caught or a time-limit reached, when a new chaser and runner are selected.

Common Faults.

(1) Chaser or runner passing under outstretched arms.

(2) Not changing the chaser and runner sufficiently often.

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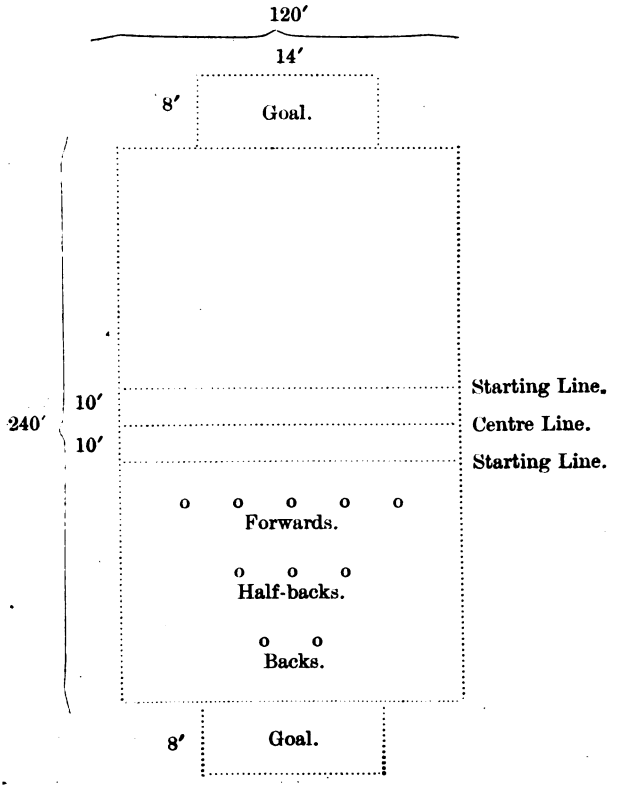
10. BOMB-BALL.

A game for bringing into play the muscles used in bombing, and for the development of quick and accurate throwing.

Ground. — Any football ground or open space, marked out as under; the size of the rectangle may be varied to suit the amount of ground available.



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The goal should be marked out on the ground, no goal-posts being necessary.

Teams.—The players should be disposed as in Association Football, but a lesser number than eleven a side should take part if the ground be small.

Apparatus.—Some object approximating to the weight, size and shape of a grenade, care being taken that it is not such as to be likely to injure the players. The following is suggested :—a small oval-shaped bag of canvas or thick calico, filled with sand or small shot to the required weight and securely sewn up.

Referee.—A referee should control the game, as in football.

Method of Playing.—The ball is passed from player to player by hand, the object being to land it in the goal. It may be passed backward or forward as in Association Football, and the "off-side" rule will apply in the same way. The passes are taken on the run, and the ball must not be held but passed on immediately. If dropped, the ball must be picked up and similarly passed on at once.

The ball may be caught with both hands, but must only be thrown by one. Only two methods of throwing are allowed: (1) For long distances, a full over-hand throw, as shown in the diagrams in "Training and Employment of Bombers," March, 1916; (2) For short distances, a "put," made in the same manner as "putting-the-shot."

In order to exercise equally both sides of the body and to develop skill and accuracy with both hands, the throwing-hand may be changed every 10 minutes or so, at the discretion of the Referee.

To start the game, Captains toss, and the winner has the first throw and the right to select the goal he wishes to defend. The teams are then drawn up, the forwards along their respective starting-lines. The Referee blows his whistle and the game commences by the centre-forward taking the first throw or "put."

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In the course of the game, if the ball lands in the goal, or is caught in the goal and subsequently dropped within it by any player, a goal is scored.

If the ball is caught in the goal before touching the ground and thrown out at once no goal is scored.

If the ball goes "behind" or into "touch," it is thrown in similarly as in Association Football, but with one hand, and this also applies to a "corner."

After a goal has been scored, the game is started again as at the commencement.

Charging.—No charging or rough play is admissible. Passes may be intercepted, or throws frustrated, with the open hand.

Fouls.—Fouls may be given for (1) Running with the ball, instead of passing it at once as soon as caught or picked up; (2) Throwing the ball in any way but the two methods allowed; (3) Catching hold of a player; (4) Any form of rough play; (5) Being "off-side"; (6) Using the wrong hand for throwing.

Penalties.—A penalty for a foul will take the form of a free throw against the offending side from the place where the foul occurred. In the case of rough play, a goal may be allowed against the offending team for each similar offence after the first caution.

Duration of Game.—From 20 to 30 minutes each way, according to the condition of the men.

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CHAPTER V.

THE ATTACK IN THE OPEN.

The following pages lay down in systematic form the various movements and considerations that are necessary to carry out an attack in accordance with Infantry Training. The system advocated of marking out the various stages by flags allows of a progressive training being carried out in this all-important duty of handling troops in an attack. It can be practised first on the parade ground, then over rough ground, with the stages selected with due regard to the tactical situation, and finally over any ground without any of these stages being indicated. It enables a Commanding Officer to satisfy himself that all his officers, non-commissioned officers and men are thoroughly grounded in every detail of an advance under fire.

It also has the advantage that the attack can be practised when the ground available for manœuvre is very limited, such as is often the case when training in billets in France.

References in the margin are to Infantry Training.

NOTES re METHOD OF PRACTISING THE ATTACK IN THE OPEN.

1. The attached diagram shows how the course should be flagged and the formations to be adopted when carrying out a practice attack with flags.

2. Each of the flagged points should denote a stage. Care must be taken that the depth for each stage of the attack is sufficient to allow the practices being carried out without mixing up the stages, and so confusing the minds of those under instruction.

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3. The frontage must, for the purposes of the exercise, be on the scale of about 150 yards per Company, and care should be taken to see that the distances between these flags at each stage are certainly not less than this distance.

4. The Instructor and the Officer Commanding the Company demonstrating should be mounted.

5. When one Company is demonstrating, and the other three looking on, the duty of ensuring that the other three are so placed and moved along that all may get a good view of the demonstration, etc., should be delegated to the Second-in-Command, who should also be mounted.

Between 1st and 2nd Stages an additional Artillery Formation Stage can be introduced, in which platoons break up into section columns.

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THE ATTACK IN THE OPEN.

Various Stages.	Considerations on Each Stage.
PREVIOUS TO MOVEMENT.	
121 (4) Explanation of proposed attack.	Personal reconnaissance if possible, protected by Scouts.
(a) C.O. to Company Commanders.	*N.B.*—Occasions will frequently arise when there will not be enough time for such detailed explanation.
(b) Company Commanders to Platoon Commanders. **122 (4)**	
(c) Platoon Commanders to Platoons.	Shows necessity of training subordinate leaders to grasp situation quickly and act quickly.
(A) **C.O. TO COMPANY COMMANDERS.**	
(1) Position of enemy and objective. **121 (3)**	(1) If possible, divide objective from the start. Choose final fire positions. Note any covered lines of approach.
123 (11) 122 (4) (2) Compass Bearing.	(2) And intermediate direction marks.
122 (4) (3) Flanking Units and their objective.	
122 (4) 123 (9) (4) Action when objective gained.	(4) Pursuit, or pursuit by fire alone.
(5) Formation of Battalion. **122 (1)**	(5) In this case presumably three Companies in firing line, of which one Company is in support. One Company in local reserve.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
(6) Method of Communication.	(6) Visual Signals, Dietz Discs, Telephone Runners, Flares and Aeroplanes. (Training of Runners and Observers.)
(7) Ammunition Supply.	(7) Position of Pack Animals. Consider advisability of placing them under Regtl.-Sgt.-Major. 121 (11)
(8) Position of Lewis Guns.	(8) Whether in firing line Importance of Lewis Gun for rendering mutual support and in repelling counter-attacks.
(9) Arrangements for covering fire.	(9) Whether machine guns have been specially detailed for this purpose.
(10) Ranges.	(10) **Key Ranges** from ranges taken by Battalion Range-finders.
(11) Position of Dressing Station.	
(12) (a) Position of Commanding Officer.	12 (a) Normally in any position, whence he can best control use of his Battalion Reserve.
(b) Points to which messages and reports will be sent.	(b) Should Commanding Officer decide to accompany reserve, then decide on some fixed locality to which messages may be sent.
(13) Instructions as to time that the attack will take place.	
(14) **A final word re the reputation of the Regiment.**	

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*

(B) COMPANY COMMANDERS TO PLATOON COMMANDERS.

Includes all (A) and also—

123 (1)	(1) How initial advance is to be carried out.	(1) Platoon, Section Columns, Intervals and Distances.
	(2) Frontage of each Platoon.	(2) Whether Platoons to be in depth or width. Depth facilitates re-organisation, but complicates earlier command.
123 (2)		**Good Formation:** Suggested G.H.Q. formation, viz.: 2 Platoons in front wave, each on Half-Platoon frontage, each Half-Platoon forming a line.
	(3) Selected non-commissioned officers for directing flanks.	(3) Loss of direction entails :— Masking fire of others. Bunching or flank movement across front.
	(4) Width of Extension, whether extension to right or left or outwards.	
	(5) Arrangements for replenishing ammunition.	(5) Normally only means of getting ammunition to firing line is with reinforcements. Reinforcing lines must be issued with extra ammunition.
123 (7)	(6) Position of the Company Commander.	(6) Moves up with final reinforcements of Company.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*

(C) PLATOON COMMANDERS TO THEIR PLATOONS.

Importance of the men in the ranks knowing detail, objective, direction of attack. Enables them to carry on without leaders.

FIRST STAGE.

Range 5,000x to 1,500x when Company may or does come under Artillery Fire.

Moves from Column of Route to Columns of Small Units.

Points to be noticed:

(a) Celerity of movement, especially of leading Company.

(a) Rapid movement of leading Company into Artillery Formation does not delay remainder of Battalion under shell fire.

(b) Absence of noise or confusion.

(b) Ensured by good "Barrack Square" Training.

(c) Direction of Platoons.

(d) Irregularity of formation.

(d) Necessity of deceiving enemy artillery.

Give no regular frontage to range on. Line gives a regular front, easy ranging hard to control. Small Columns best for passing barrage or shell-searched area of ground. **118 (3)**

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	VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
116 (8)	(e) Necessity for keeping on move.	(e) Harder for artillery to range. Movement keeps offensive spirit going.
	(f) Scouts to protect formations.	(f) Danger of suddenly coming under Machine Gun or Rifle Fire in Column Formation. Scouts should preclude any possibility of attack thus.
	SECOND STAGE. **Range about 1,500x to 1,000x when Columns come under distant Rifle or Machine Gun Fire.**	
	(a) Rapid orderly extension if forced to do so.	(a) Practised and perfected on Barrack Square.
	(b) Direction.	(b) Intermediate direction marks.
	(c) Position of Commanders, Runners and Observers.	(c) Best position for Commanders is slightly behind their command. Facilitates control. If troops require to be led at this stage attack bound to fail.
116 (8)	(d) Fire.	(d) Only fire action developed at this period (excluding Artillery) would be that of specially detailed covering parties. Fire should not be opened if satisfactory progress can be made without it.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
(e) Pace of advance.	(e) Must be steady and easy to control; opposing Infantry Fire will probably not be formidable at this range, except in reaching and passing across Ranging Marks. Doubling at this range will unnecessarily tire the troops.
THIRD STAGE. **Range about 1,000x to the point when the first line is held up owing to casualties and needs support.** **Second line reinforces first line commencement of Fire Fight.**	
(a) Inter - communication between firing line and supports.	(a) Observers of firing line and supports must be in communication. Reason for reinforcing:—Front line cannot advance without aid of fire, owing to casualties; has not enough rifles to make fire effective.
(b) Covering fire to aid advance of troops in rear.	(b) First line signals to second line to reinforce; covers advance of second line by a brisk, well-directed fire which unsteadies enemy's aim.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
	At this range, if the rate of this covering fire exceeds five rounds a minute, it will not be sufficiently accurate to achieve its object.
(c) Re-distribution of Command and Re-organisation.	(c) Senior Officer in firing line takes command. If casualties amongst subordinate Commanders, tell off new ones.
	This re-organisation should be rapid rather than accurate.
	Flank men of fire units "Proving" after re-organisation.
(d) Dividing fire frontage.	(d) Necessity of keeping whole of the enemy front under fire.
	To accomplish this, enemy front to be divided amongst units.
	Whether fire should be delivered obliquely or direct to front.
(e) Opportunities for closing up.	(e) Take every opportunity of getting supporting lines close to front line when cover admits.
	Facilitates control and communication of orders.
(f) Nature and method of further advance.	(f) Choosing of intermediate fire positions.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
FOURTH STAGE.	
STILL FURTHER REINFORCEMENT REQUIRED.	
Points to be noted :	
(a) Position of Commanders.	(a) Company Commanders, with Third or Fourth Line. Section Commanders, when halted slightly in rear of line. Facilitates control, enables Officers to see whereabouts of Section Commanders. Unit Commanders behind centre of their unit. Commanders and observers not bunched together.
(b) Length and strength of rushes.	(b) In flat, open ground about 30x rush at 800x, depending on enemy fire. **At longer ranges, longer advances, in quick time.** **At shorter ranges, shorter advances, in double time.** Confuses enemy more. Methods of rising and falling quickly. Give enemy no notice of your advance.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
(c) Co-operation by fire of movement.	(c) Never open fire if troops can advance without covering fire before advance commences. Consider desirability of Lewis guns being used for this purpose. If another part of your line held up, try to advance yourself, attracting fire from them. Shouting out that your unit is about to advance.
(d) Irregularity of formation.	(d) Regular line easy to range on, section rushes not necessarily to reach same alignment. Avoid systematic advance from same flank.
(e) Continual movement.	(e) Flusters enemy more, necessitates continual change of sights.
116 (8)	Keeps your troops' blood up. Impresses enemy. Quicker advance less time under fire. Object of advance is to **close with enemy.**
(f) Covering fire from covering troops.	(f) Best aid to movement, their fire more effective. They are not blown, range fixed. Firing line must husband ammunition. Every round wanted for final fire fight.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*	
(g) Continual re-organisation.	(g) Any individuals not told off to sections must attach themselves to one.	
(h) Strength of reinforcement.	(h) Not less than a Platoon at a time. Don't dribble away your reinforcements.	**312 (7)**
FIFTH STAGE.		
Range 100x to 50x when line decides to assault.		
(a) This point under cover, if possible.	(a) If possible assaulting point not more than 50x from position. If more, troops will be too blown to use bayonet. Also enables final dispositions to be made. Enables line to thicken up. Enables men to get a breather.	
(b) Futility of assaulting with inadequate numbers.	(b) Inadequate numbers for assault, due to faulty leading and fire discipline. Aim at weight one point, rather than mild blow over whole line.	
(c) Fixing Bayonets.	(c) If attack started at 600x or less, fix before starting, otherwise fix by alternate sections, so as not to seriously diminish fire. Rifles at "High Port" in first stage of assault.	**124 (3)**

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
(d) Final fire preparation.	(d) Of most intense and accurate disciplined description. Fire control in hands of individual.
(e) Cohesion in assault rather than pace.	(e) Straggled assault enables enemy to deal with individuals. Straggled assault does not impress enemy. Straggled assault more difficult to control. Difficulty of subsequent re-organisation. Whole Companies rise simultaneously.
(f) Cheering, bugles, etc.	(f) Heartens your men and demoralises enemy.
(g) Co-operation with flank units.	(g) Assault simultaneous as far down line as possible. Warn flanking units of intended assault, so that they can co-operate by fire or movement.
(h) Signal for assault.	(h) Not necessarily from Company Commanders. Probably from some individual who possesses most dash, and who feels instinctively that the time is ripe.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
SIXTH STAGE.	
Capture and consolidation of position.	
(a) Rapid telling off of pursuing party.	(a) Preferably freshest troops **pursue by fire.** All must be prepared to pursue, however fatigued. Danger of infantry pursuit who run into enemy shell fire and their own. Pursuing party performs rôle of covering party during re-organisation and consolidation.
(b) Rapid re-organisation.	(b) Difficulty of this after successful assault. Men hard to restrain. If under fire, has to be done roughly and lying down. More complete re-organisation at nightfall or when opportunity arises. Men must be drilled in this. Non-commissioned officers call out Regiment first, Company after, then Platoon. Otherwise confusion.
(c) Rapid decision of method of re-organisation.	(c) Whether convert enemy's position. Whether to dig another line and where. Consolidation to be regarded as temporary; must be ready to advance at any moment.

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VARIOUS STAGES—*Continued.*	CONSIDERATIONS ON EACH STAGE.—*Continued.*
	Pursuit carried out with fresh troops if possible.
(d) Battle patrols.	(d) Infantry patrols, accompanied by a Lewis Gun, if possible, sent out to cover the consolidation; also question of an Officer's patrol to exploit success. Can these be detailed beforehand, or must they be detailed by the Senior Officer on the spot?
(e) Senior Officers assume Command.	(e) Officers must endeavour to find out what Officers are remaining.
(f) Communication with Officer Commanding Battalion or Artillery and flanking units.	(f) Situation must be communicated immediately to enable fresh troops to come up. Artillery must be acquainted with situation. Value of Artillery screens. Units on flanks communicated with. They may want assistance.

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CHAPTER VI.

MARCHES.

PART I.

NOTES ON MARCHES AND MARCH DISCIPLINE, By MAJOR J. F. C. FULLER, D.S.O., p.s.c., The Oxfordshire Light Infantry.

The March the Foundation of all Operations.

"Movement is the soul of War." The March is the foundation of all operations, as it enables the initiative to be seized. "To conquer is to advance" (Frederick the Great). "The secret of manœuvres and combats lies in a man's legs and not in his arms" (Napoleon). If men cannot march well they cannot carry out the fundamental principles of war: "To be stronger at a given time and place than the enemy."

Factors Marching depends on:

(i.) Time. (ii.) Distance. (iii.) Endurance.
Endurance depends on Mental and Bodily Vigour.
Mental vigour depends on Discipline and Moral.
Bodily vigour depends on Exercise and Training.

Four requisitions:—(1) Rest; (2) Food; (3) Discipline; (4) Esprit de Corps.

(1) Rest.

The soldier on the march cannot get too much sleep. He should not be kept waiting about. Fatigues should be most carefully regulated. The soldier should sleep when he can; old soldiers should instil this idea into the younger, and not leave them to learn it after a sad experience.

Rest often requires cover; without cover much sleep may be lost; without sleep there is no good marching.

Bivouacs.—Every Unit should be prepared to bivouac itself at a moment's notice. Requisites to

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each 4 men : 4 ground sheets, 2 short poles, tackle, and 10 wire skewers; 3 sheets laced together form a roof. Bivouacking should be reduced to a drill. A Battalion should be able to bivouac itself in five or six minutes.

(2) Food.

Directly a march is completed a meal should be served. If a delay occurs soldiers will turn in and go to sleep without waiting for dinners. Sleep refreshes, but it cannot invigorate the body as food does. A weary man who has slept on an empty stomach derives little benefit from his sleep.

Drink.—On the march drinking must be most carefully regulated; at times, however, it is absolutely necessary. Sipping must be strictly forbidden, but whenever a long halt takes place men should be allowed to have a good drink. A long drink before starting a march helps to keep down thirst. Thirst is increased by smoking, spitting, and incessant talking. There should be no cigarette smoking on the line of march.

(3) March Discipline.

Bad march discipline is more destructive than the enemy's fire. "To be footsore is to be wounded."

Preparations for a March.

(i.) Previous to a long march a careful medical inspection should be made, at which men should not make light of small ailments, for it is better to fall out before a march begins than during it.

(ii.) Half an hour before a march the Company Officers should visit their Companies and see that non-commissioned officers and Officers are doing their duty.

(iii.) A quarter of an hour before a march all transport must be drawn up at the appointed place.

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Formation and Station of Officers.

(i.) When marching in fours not more than four men, including supernumeraries, should march abreast.

(ii.) Columns of fours will march on the right-hand side of the road. If the men on the extreme right are caused inconvenience, they should change places after each halt.

(iii.) Exact distances and covering must be maintained.

(iv.) Captains in front of their Companies, one Subaltern in rear.

Marching at Ease and Halting.

(i.) Men must march at Attention until ordered to march At Ease.

(ii.) When marching At Ease fours are not to open out.

(iii.) When the Halt is signalled the head of the Battalion should stand fast, and although the Battalion should not be closed up on the preceding one, the rest of the Battalion should be closed up on its head.

(iv.) Halts should take place 10 minutes before the hour, and should be resumed at the hour.

(v.) When halted men should take off their pack equipment, and, if weather permits, open their jackets and shirts, so that the air may freshen up the body. They should lie or sit down.

Defiling to be prevented.

(i.) No unit should diminish its front, or attempt to avoid a bad spot in the road unless the preceding unit has done so.

(ii.) When defiling is necessary it must be executed with order and precision.

(iii.) Whenever a stream, ditch or bank is to be crossed, the front should be increased and not diminished, by an extension before arriving.

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(iv.) When a very bad place has to be crossed, an Officer should superintend the crossing.

Stragglers.

(i.) No man is to quit the ranks for any purpose without permission of his Captain.

(ii.) Every man unable to keep up must receive a ticket: "The Bearer marched off with the .....Battalion, but was unable to keep up with it. Signed ..... Commanding ..... Company."

Stepping out to be prevented.

(i.) Men are never to step out beyond the regulation pace, unless ordered to.

(ii.) If distance has to be made up, the head of the Battalion or Company must step short.

(iii.) After passing an obstacle the leading Company must step short until the rear is closed up.

(iv.) When a central or rear Company cannot keep up, its Captain must pass word up for Companies in front to step short.

(4) Esprit de Corps.

Moral, Esprit de Corps, and the example of the Officers, are the mainstays of good marching. On the line of march the Officers must perpetually be watching their men. The Captain must frequently ride up and down his company, and the Platoon Commanders must keep their Platoons closed up. It is an historical fact, proved over and over again, that "Soldiers who will not be beaten cannot be conquered; they may be annihilated, but not subdued." When this unconquerable spirit possesses a Battalion men do not fall out on the line of march. They may fall dead, but they do not fall out, because they belong to an invincible Army, a splendid Regiment, and a fine Company, and would rather die than disgrace either one or the other.

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Boots.

" Shoes help on marches, and marches win battles " (Napoleon). " The first requirements of a soldier is a pair of boots, the second a pair of boots for a change, the third a pair of soles for repairs " (Wellington). Boots should be worn before being used on a march. The boots should be loose rather than tight. Toes and heels should be protected by plates. Boots should be well greased, not blacked.

Socks.

Socks and feet must be frequently washed. When washing is impossible, socks should be beaten out, and rubbed until all hardness due to moisture is rendered soft. On a long march it is a good thing when a long halt takes place to change socks from foot to foot. If the skin of the feet is tender, rub socks with soft soap. If skin blisters, run needle and thread through blister and let water out. Boracic powder is good for hardening feet. If socks are wet, place them over shoulders under jacket, heat of body will dry them.

Uniform.

Company Commander should see all boots and uniform fitted. Uniform should be loose. On march collars should be unhooked and cuffs should be turned up.

Equipment.

All equipment should be inspected before march to see that it fits properly. Packs should hang comfortably. Authorised articles should only be carried.

Praise.

On the completion of a long or difficult march the Commanding Officer should never forget to give the men a word of PRAISE or encouragement.

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PART II.

A MARCH DISCIPLINE DEMONSTRATION.

This demonstration was carried out by a Brigadier for the benefit of the whole of the Officers and non-commissioned officers of his Brigade during the period the Brigade was out for training immediately prior to proceeding to the SOMME in June, 1916. The points brought out subsequently proved of the greatest assistance to the four Commanding Officers of the Brigade when marching both to and away from the SOMME area, especially the latter when the Brigade had undergone a complete change. This demonstration especially enables the untrained Officer to realise the importance of certain points in their relationship to efficiency on the march from the time the orders relating to the hour of parade are issued to the hour of arrival in billets or camp at the end of the march.

Preliminary Stage.

(a) All the Officers and non-commissioned officers of the four Battalions are assembled, if possible, the day before in some convenient hall, and the Brigadier addresses them on the points he proposes to demonstrate.

(b) The Officers and non-commissioned officers are then formed into one Battalion, and the Battalion is taken through every one of the stages.

(c) If the Commanding Officer desires to carry out the exercise, he first of all assembles all his Officers and non-commissioned officers, and similarly explains the points, and then carries out the demonstration with the four companies of his Battalion.

First Stage.

The hour the Battalion, Company and Platoon Commanders order their parade, to fit in with the time of the higher parade, e.g., if the Battalion has to carry out a Brigade route march and to pass the starting

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point at a certain hour, then the orders of the lesser Commanders *re* the hour of parade of their commands must be well thought out, to avoid parading the men either too early or too late.

A golden rule to aim at is to give the soldier one clear hour between his breakfast and the hour he has to parade with his platoon.

Second Stage.

When the platoons fall in, are inspected and told off, the following points to be noted :—

(i.) Correct formation of sections.
(ii.) Correct words of command—superfluity of words of command unnecessary.
(iii.) Rear rank stands easy whilst front rank is being inspected, and vice versa.
(iv.) Forming fours with ranks changed. This is a very necessary movement.
(v.) Celerity of inspection. A well-trained Officer in a well-trained unit ought to be able to carry out his inspection very quickly.

Third Stage.

When the company marches to join the Battalion on the Battalion parade ground :—

(i.) The right Section Commanders of the companies going on ahead and taking up their correct position in whatever formation is ordered.
(ii.) The companies dressing according to the methods laid down in "Infantry Training."
(iii.) The Company or Platoon Commander bringing his men to the "Stand Easy" position with the least delay possible.
(iv.) The Commanding Officer rides on to parade, the whole Battalion being called to "Attention," and then to the "Slope," by the Second-in-Command, who reports "All present" or otherwise. The Commanding

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Officer rides along the front and flanks of the Battalion, and takes in at a glance the general appearance of the men, and whilst doing so insists on the most perfect steadiness in the ranks, and the correct position of "Attention" of everyone. (If there is time, and he wishes to do so, he can dismount and inspect either one company, one platoon, or one section in each company.) Before moving off, the Commanding Officer takes this opportunity of speaking to his Officers and men, telling them anything that he thinks may interest them, and giving them any information he can regarding the exercises, etc., he proposes to carry out.

(v.) The Commanding Officer tells off the Battalion, viz., "Tell off by companies."

(vi.) The Battalion moves off, e.g., the *whole* Battalion is *not*, except for some very special reason, brought to the "Slope," and kept there whilst the Battalion marches off. Each company is in succession brought to "Attention," arms are sloped, and each platoon moves off by word of command of the Platoon Commander. By so doing the men are saved from the unnecessary fatigue of standing strictly to "Attention" for the five minutes or so it takes for a Battalion 800 to 1,000 strong to pass a given point.

N.B.—The Drums and Fifes, Pipes, Bugles or Band of the unit play lively airs before and during the forming up of the Battalion. *Music is a great incentive to Moral*, and good, popular and lively airs at the forming up of the Battalion put everyone in good spirits and give the day a good start.

It should also be a golden rule for the Band to play its Regiment through a town or village. The inhabitants like it, and the men like it, and it is the duty of the Drum and Pipe Major to see to this.

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Fourth Stage.

When the Battalion is on the march.

(i.) The Battalion remains at "Attention" with arms correctly sloped for perhaps five minutes, and the Commanding Officer with his Staff takes up his position in some convenient position, in order to see the Battalion pass him. On this occasion it is not a bad custom for the whole Battalion to give "Eyes—right" to their Commanding Officer.

(ii.) The Battalion marches at ease by order of the Commanding Officer, the order being repeated by the Company Commanders, and the men not acting until they get the command from their Platoon Commanders.

(iii.) The Regimental Sergeant-Major is told off to keep and to check the pace throughout the march.

(iv.) The Second-in-Command looks out for oddments, stragglers, etc.

Fifth Stage.

When the Battalion Commander wishes to halt and fall out for the customary halt of ten minutes, or so.

(i.) One whistle denotes "Come to attention." The hand put up signals the halt, and the direction of the hand the side of the road to which the men are to fall out.

(ii.) Celerity of movement to the side of the road denotes a well-trained Battalion.

Sixth Stage.

When the Battalion falls in previous to marching on, and when it marches on.

(i.) One minute before the hour for moving on arrives the word to get dressed is given by the Platoon Commanders.

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(ii.) One whistle denotes " Fall in," and the men fall in at the " At Ease " position.

(iii.) A second whistle denotes " Advance at ease," and the Battalion moves on.

(iv.) Celerity of movement and absence of noise and paper after the Battalion has marched on denotes a well-trained Battalion.

Seventh Stage.

When the Battalion forms up for a mid-day halt, and to get their dinners.

(i.) A mounted Officer rides on to select or to be shown the field, etc., and rides back to meet and conduct the Battalion.

(ii.) The Regimental March Past is played, and on that, without any further word of command, the Battalion comes to attention, putting their caps on properly, buttoning up their coats, tightening up their slings, etc., and stepping out with arms swinging and heads up, giving the impression of men who are proud of themselves and of their Battalion.

N.B.—The Band must be told when to strike up.

(iii.) The Battalion forms up *vide* THIRD STAGE (i.), (ii.), (iii.), the Company Commanders getting their men to the " Stand Easy " position at once. There is nothing so irksome for men to be kept after a long and strenuous march standing to attention, whilst the whole Battalion is forming up and getting dressed, etc., and especially irksome is it to the leading Companies. They must be brought to a position of relaxation immediately.

(iv.) The Commanding Officer sends for his Second-in-Command, his Company Commanders, and his Medical Officer, and issues instructions on

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information he receives from his Staff (i.e., Quartermaster and Adjutant), viz.,

(a) Hour dinners will be ready.

(b) Hour Battalion will move off. *N.B.*—Always give the men time to have their dinners in comfort. There is nothing worse than hurrying Officers or men over their meals, when there is no necessity for it.

(c) Position of Water, Latrines.

(d) Estaminets or Inns. If the opportunity presents itself, halt near a town or village, and give the men the chance of getting a glass of beer, and of mixing with the inhabitants. It is a mistake not to do so. We have suffered in the past from our failure to bring the soldier into closer touch with the civilian, and especially has this been the case during the manœuvre period.

(e) Company Commanders report on the numbers of men who have fallen out, and the Battalion Commander calls for special report from the Medical Officer at once.

(v.) The Company Commanders return to their companies, issue the necessary orders to their men, and withdraw to the place selected for the Officers' Mess. Officers should take the earliest opportunity of lying down well clear of the Right Flank of the Battalion, pending the final instructions being received from the Company Commanders.

(vi.) The Company Commander will arrange that either he or the Company Orderly Officer or both see that their men's dinners are all right before commencing their own.

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Eighth Stage.

When the Battalion moves off (*vide* THIRD STAGE) (v.).

N.B.—The Second-in-Command satisfies himself that the Battalion has left its bivouac ground scrupulously clean, and reports the same to the Commanding Officer at the first halt. If any company has not done so, a party is marched back to clean up.

Final Stage.

After the Battalion halts in Billets or Camp for the night (*vide* SEVENTH STAGE). All holds good if the Battalion is going into Camp, and practically all if going into billets, the only alteration being that the Officer in charge billeting party will meet and guide the companies to their billets, and the Company Commanders will meet the Battalion Commander at some central spot to receive their orders.

The foregoing take the Officer through all stages of a march, from the orders to move until the order to turn in, and if added to this it is remembered that *every single Officer and man* right down to the cooks must be uniformly dressed from the head of the Battalion to the end of the Transport, and that all must keep their badges and buttons clean, and themselves cleaned and shaved every day during a march, the March Discipline in that Battalion will be of the highest order.

Before the Battalion marches off for a march of some days' duration, a word from the Commanding Officer to his Officers and men to remember the reputation their Battalion enjoys for its excellent marching powers, and the necessity that exists for every member of it to live up to that reputation, and also a word of praise at the end of each day's march before the Battalion dismisses, does no harm.

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CHAPTER VII.

A COMPANY ON OUTPOSTS.

(See "Infantry Training," Chap. XIV.)

The following is the sequence of events that has to be carried out by Officers when employed on outpost duty (references in the margin refer to "Infantry Training"):—

1. Officer Commanding Company.

(a) On receipt of orders from the Officer Commanding Outposts he will explain the situation to his Company. The Company will then be moved, precautions being taken to guard against surprise, to the ground allotted to it, where the men will be halted under cover. **150 (2)**

(b) The Commander will then carry out a rapid reconnaissance of his ground under cover of his scouts, when he will decide ROUGHLY AND QUICKLY on the number and positions of the supports, and will issue orders accordingly. These orders should include:—

(i.) Situation.
(ii.) General line.
(iii.) Dispositions by day and night.
(iv.) Action in case of attack.
(v.) Any details regarding cooking, etc.
(vi.) Relief.
(vii.) Position of Commander.

(c) The line of piquets must correspond roughly with the line of resistance indicated in the Outpost Commander's Orders. **150 (3)**

(d) He will decide what patrols are to be sent out, and whether they will be found by the piquets or supports. **150 (5)**

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148 (2) (e) He will communicate with Companies on either
150 (3) flank, and also with the Outpost Commander.

(f) As soon as piquets and sentries are posted, he will arrange for the withdrawal of the covering troops.

2. Piquet Commander.

(a) The Piquet Commander, having received his orders, will move his command, under cover if possible, to a spot in rear of the position of the piquet line to
151 (1) which he has been detailed. He will then examine the ground and decide on the number of sentry groups required, keeping the number down to a minimum. Having made up his mind, he will then issue his orders, explaining to his men :—

(i.) Direction of the enemy.
151 (3) (ii.) Position of neighbouring piquets.
(iii.) Position of supports.
(iv.) Action in case of attack.
(v.) The necessity that no movement, except what is actually necessary, should take place either in front of, or behind, the outpost line.
151 (3) (vi.) Detail various sentry groups as patrols, with their reliefs; a sentry over.

(b) The Piquet Commander, having issued his orders, will then post his sentry groups, and see that they understand their orders, viz. :—

(i.) Regarding direction of enemy.
(ii.) Position of sentries on right and left.
152 (4) (iii.) Position of piquets, and any detached posts in vicinity.
(iv.) Extent of ground to be watched.
(v.) Regarding people approaching outpost line.
(vi.) Regarding any patrols out in front.
(vii.) Names of villages, rivers and places to which roads and railways lead.

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(c) The Piquet Commander is responsible for strengthening his position, and allowing room in his defences for the support as well as his own men.

(d) Men on piquet will not remove their equipment.

3. **Officer Commanding Support.**

Officer Commanding Support will see that all his men understand what to do in case of attack, and that the route from his position to the piquet is marked out in such a way that it can be followed at night without confusion.

4. **Sentries.**

(a) Sentries are posted in groups, either single or double sentry groups. If no non-commissioned officer is with the group, the oldest soldier takes command. Groups remain out for at least twelve hours, so no relief is required if force is only halting for one night. Groups **152** should remain quite close to the sentry, within a few yards; not, as is sometimes done, 50 yards or so away.

(b) Sentries are not allowed to lie down without the special sanction of the officer posting the group, owing to danger of falling asleep. At night he must *never* lie down.

(c) Except at night, or in a fog, bayonets of sentries should not be fixed.

5. **Method of Challenging.**

(a) On the approach of anybody the sentry warns his group.

(b) When nearest person is within speaking distance, the sentry will call out "HALT" in a *low* tone of voice, take cover himself, and get ready to fire.

(c) If sentry's order is disobeyed, shoot without hesitation.

(d) If order obeyed, Group Commander will order person to advance and give an account of himself.

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6. Numbering of Piquets, Sentry Groups, etc.

Outpost companies are numbered from right to left throughout the sector.

Piquets are similarly numbered from right to left of their respective companies, and sentry groups of their respective piquets.

They are not numbered consecutively through the front.

7. A Platoon Commander, when detailing his troops for outpost duty, as in any other military operation, should always bear in mind the importance of maintaining his sectional organisation.

It is therefore suggested that it is preferable to detail a complete section when a double sentry group is required. Likewise, if two single sentry groups are required, allot this duty to one complete section. This is preferable to the system of detailing six men here and another three men there, which generally results in breaking up the sectional organisation.

8. Another point requiring consideration is the number of troops that should be detailed to form a piquet.

Should the particular piquet front require anything over two double sentry groups, it would be advisable to detail more than one platoon for that particular piquet.

The question of who shall find patrols has also to be decided by the Company Commander.

As the piquet duties are heavy and arduous, it is suggested that these patrols may well be found from the supports in preference to taking them from the piquets.

9. Should a Battalion be detailed for outpost duty, it is recommended that each Company should find its own piquets and supports, the outpost line being thus organised in depth.

The diagram on opposite page shows in diagrammatic form the distribution of a Battalion that has two Companies on outpost duty and has Battalion Headquarters and two Companies in local reserve.

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PROTECTION AT REST.

The principles of protection at rest, namely, outposts, remain the same in trench warfare, semi-open warfare, or open warfare.

"Training of Divisions for Offensive Action" lays down that troops must be prepared and trained for three kinds of distinct operations :—

i. Open warfare.
ii. Attacks against improvised defences.
iii. Initial attacks against a well organised position.

The duties of protection in each case are carried out strictly in accordance with the principles laid down in our Field Service Regulations, and examination of diagrams Nos. I, II, and III will show that various detachments put out in trench and semi-open warfare correspond to those of an outpost line put out in purely open warfare.

Diagram I shows the normal distribution of troops on outposts.

Diagram II shows the distribution of troops after capturing an improvised position, viz. :—

(*a*) Final barrage line.

(*b*) Line of posts pushed out in accordance with "Training of Divisions for Offensive Action," Sect. VII, para. 4.

These correspond to the groups in Diagram I.

(*c*) Final objective being consolidated. This is the line of **resistance,** and corresponds to the line of piquets in Diagram I.

(*d*) Line of supporting points in accordance with "Training of Divisions for Offensive Action," Sec. VII, 8 (ii). This gives extra strength to the piquet line.

(*e*) Support line corresponding to the supports in Diagram I.

Diagram III :—

(*a*) The sentry groups are the listening posts or saps, or even the sentry posts in the front line trench.

(*b*) The front line system being the line of **resistance** corresponds to the piquet line in Diagram I.

The support trench corresponds to the supports in Diagram I.

Diagram I
Open warfare

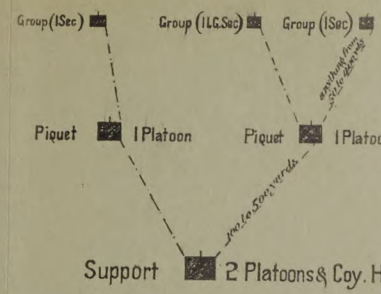
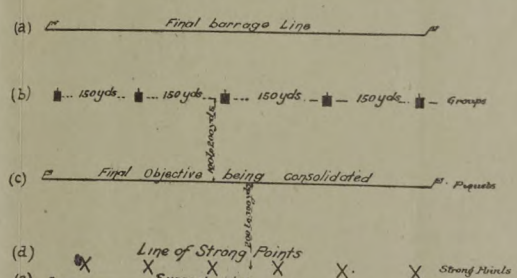
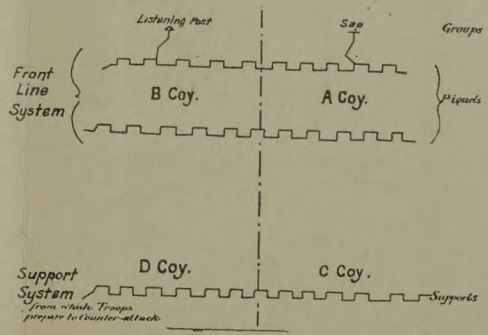


Diagram II
Attacks against improvised defences



Each Group consists of 1 NCO about 6 men & a Lewis Gun
Page 24. "Training of Divisions for offensive action."

Diagram III
Initial attacks against a well organised position



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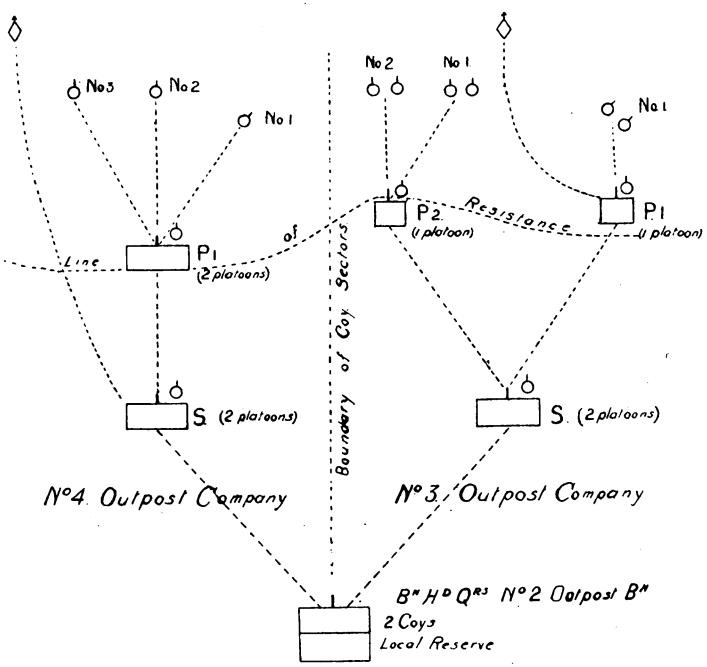
A Diagrammatic Sketch showing how a Battalion is distributed on Outposts



A B" on outposts

O Single sentry group
OO Double .... } Usually found by detailing sections

P Picquet Usually 1 or 2 platoons

S Support

◊ Reconnoitring Patrols Are found either by the Picquet or Support as ordered by the Officer Commanding the Company

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CHAPTER VIII.

ORDERS AND MESSAGES.

By LIEUTENANT-COLONEL A. C. BAYLEY, D.S.O., p.s.c., Chief Instructor.

1. The first and most important point to be observed in the writing of Orders, Messages, and Reports, etc., is to write them in a clear and legible hand.

The second, which, if observed, will ensure this being done, is always to keep at hand a supply of good, well-sharpened BLACKLEAD Pencils. Do not depend on an indelible pencil, for it is practically impossible to use it in wet weather.

The third point is always to keep at hand an A.B. 152.

2. Style of a Report or Order.

When writing orders and messages in the field, under conditions when a typewriter is not available, it is a great advantage if a uniform system is adopted in the Battalion as to the style these orders should take.

For instance, it is recommended **that a Commanding Officer should normally make use of A.B. 152,** in preference to using a smaller type of notebook.

A.B. 152 is a most convenient size, and it allows sufficient room for a *small* margin to be left for remarks.

Should the order take the form of a signal message, then make use of the Signal Message Form C 2121.

In writing orders or instructions always number your paragraphs, and give the heading in the margin in Block Type, so that the subject matter of your instructions can be seen at a glance.

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3. Preparation of Orders.

For details as to the rules regarding the preparation of orders and reports, read F.S.R., Part 1, Sect. 9. Sect. 12 in the same book gives you the necessary instructions regarding the form that these orders should take.

4. Orders.

The important thing in Operation Orders is to keep the main object of those orders clear.

Verbal orders are dangerous, and if given should always, when possible, be confirmed later on in writing.

Orders should, as far as possible, be framed in accordance with the stereotyped form, so that Officers are readily familiar with it. In war this is most important, as orders have to be read and digested very often under the most disturbing circumstances. No single precaution should therefore be avoided which will aid a subordinate in grasping his instructions without trouble and delay. They should be as short as possible, **especially in open warfare, when time does not permit of the detailed orders used in trench warfare.**

5. Warning Order.

Particular attention is drawn to F.S.R., Part 1, para. 13 (3), regarding the issue of a "Warning Order." This should be done whenever possible, so as to give subordinates not only the necessary rest, but an opportunity of making any arrangements required to carry out the subsequent operation order.

6. Messages.

1. Address message to unit. Do not address it to an Officer by name. Then follow with your registered letter and number, and if necessary quote the number of the message you are referring to. (See Message Form C 2121.)

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2. If to be delivered to more than one addressee, say so in space provided for address, and add information at end of message as directed in F.S.R., Part 1, para. 16 (6), viz., addressed to people who have to take action on it, and repeated to people who require it for information only.

3. Important numbers written in words.

4. Word **"NOT"** in block.

5. Authorised abbreviations only, F.S.R., para. 16.

6. Always put time of message at end—most important.

7. In reporting on a situation remember that in an engagement, whatever you do, inaction is sure to be wrong. Say in your report, "I am going to do so and so."

7. Obedience of Orders.

Every Officer must know F.S.R., Part I., ch. II., para. 13, beginning, "A formal order is never to be departed from when . . . , etc."

8. Sketches.

(*a*)) When submitting reports on any tactical situation, nothing assists the recipient of that report so much as a clear and simple sketch. By means of such a sketch it is possible to save a great deal of writing, as, for example, to describe the actual position and distribution of your troops in detail requires a lot of writing in a report, but can readily be shown with very little trouble on a sketch, and in a manner that is far more readily seen and understood. [See F.S.R., Part I, 15 (7).]

(*b*) On the attached diagram a series of three sketches is shown, each of which was intended to accompany the same report.

Sketches Nos. 1 and 3 were drawn by Lieutenant-Colonel L. H. Jardine, New Zealand Expeditionary Force, and Sketch No. 2 is one that actually was re-

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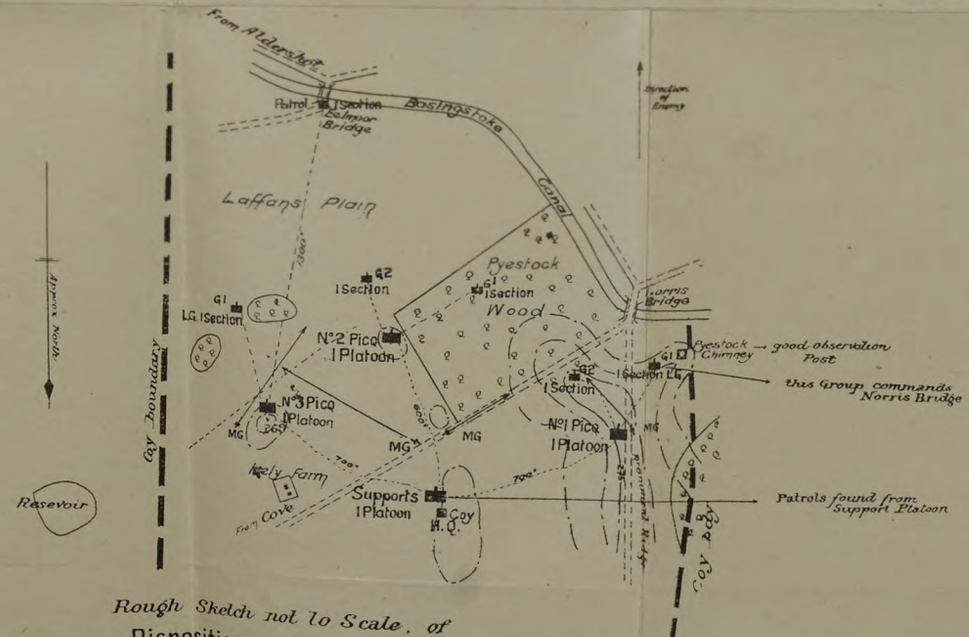
Sketch of Dispositions Nº 2 Outpost Company

SKETCH 1

SKETCH 2

SKETCH 3



Rough Sketch not to Scale, of
Dispositions of Nº 2 Outpost Company

To face page 118.

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ceived with a report, and has not been exaggerated in any way.

The following criticisms are made as regards these sketches :—

(i.) *Sketch No.* 1.

In this sketch a great deal of trouble has been taken to show as accurately as possible all the topographical features of that particular bit of country. It entailed a lot of time being devoted to this work, which often is not available when one is employed on reconnaissance work against time. Not only that, a sketch of this nature, if carried out by anyone who is not an expert draughtsman, soon becomes a mass of detail, so that it is exceedingly difficult either to locate what are the chief **military tactical features** or to see at a glance what is the **actual** distribution of the troops.

(ii.) *Sketch No.* 3.

In this sketch no attempt has been made to do anything more than show approximately the main tactical features.

In deciding upon what features should be shown, two points should be kept in mind. First, show some of the important features which are shown on your small scale map, so that your sketch may be afterwards read in conjunction with that map. It then becomes possible to locate with fair accuracy all information shown on your rough sketch. Secondly, show any features which you consider of real tactical importance, but which are not shown on the map. By confining oneself within these limits the map is not obscured with detail, and sufficient room is left for marking down the dispositions of the troops.

It is important that the formation to which any particular body of troops belongs should be indicated, and this is best done by marking down, in the first instance, the headquarters of a unit. Then, it is suggested, the position of any detachment found by that unit should be connected up with a dotted line, or by means of

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arrows, so that the Officer who has to examine the report can see at a glance exactly what your distribution is and how it has been arrived at.

A scale of yards has not been shown, for it would very likely be misleading. Actual distances would be obtained by reference to the map. An occasional range to some important point may be useful.

Other points requiring attention are that the top of a rough tactical sketch should be the direction of the enemy, and all printing and writing kept horizontal, except that indicating roads, rivers and railways.

NOTE.—If a sketch has to be made by several Officers with the intention of joining them up into a combined sketch, then the top of your paper will always be **True North.** This hardly, however, comes under the heading of a Rough Sketch.

A sketch of this nature, showing only approximately the chief tactical features and disposition of troops, is one that **any** Officer should be able to complete in the shortest possible space of time, and however roughly done, if carried out on these lines, adds very considerably to the value of any report.

(ii.) *Sketch No. 2.*

The chief points in connection with the sketch are :—

(*a*) Troops most indistinct, no strength shown.
(*b*) No tactical features regarding the ground shown.
(*c*) Detail incorrectly expressed, such as roads, woods, hedges, etc.
(*d*) Writing facing in all directions.

9. The following are examples of—

(*a*) An operation order dealing with a Simple March.
(*b*) An operation order dealing with an Attack.
(*c*) An operation order dealing with Outposts.
(*d*) A Battalion Routine Order.
(*e*) An official message.
(*f*) A memorandum.

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EXAMPLE A: An Operation Order for a March.

Copy No. 8.

10th Bn. THE BUFFS, Order No. 75.

Ref. : 1" Aldershot Manœuvre Map, North. 12 1/17.

INFORMATION. 1. Small hostile patrols were reported by our Cavalry in the LONG VALLEY at 8.0 a.m. on 11th inst. Otherwise touch has not been obtained with the enemy.

INTENTION. 2. The Battalion will march to CRONDALL to-morrow

INSTRUCTIONS. 3.

(a) Advanced Guard : — Commander Major JACKSON, A Company.

(b) Main Body :— H.Q., C, D, & B Company less 2 Platoons. 1st Line Transport. Baggage Section of Train.

Starting Point :— Railway Level crossing at ASH JUNCTION STATION.

Time :— 10.0 a.m.

Route :— BADSHOT LEA—FARNHAM—DIPPENHALL

(c) Rear Guard :— Commander, Lieut. P. JONES, 2 Platoons, B Company.

REPORTS. 4. Reports to head of Main Body.

J. H. THOMAS, Capt. & Adjt
10th Bn. The Buffs.

Issued personally at 4.15 p.m.

Copy No. 1. Officer Commanding.
No. 2. A Company.
No. 3 B ,,
No. 4. C ,,
No. 5. D ,,
No. 6. Transport Officer.
No. 7. Quartermaster.
No. 8. Office.
No. 9. War Diary.

NOTE :—(a) The old heading for Operation Orders, viz. :—Operation Orders by So-and-So no longer exists. The usual custom in France, however, is to add the word "Operation" before the word "Order," so that the heading would read "10th Bn. The Buffs, Operation Order No. 75."

(b) Regimental Routine Orders remain the same. The heading for such Orders is "Battalion Orders by Lieut.-Col (name) Commanding name (of Battalion)."

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EXAMPLE B: An Operation Order for an Attack.

SECRET. Copy No. 10.

35th Bn. MIDDLESEX REGIMENT (Operation), Order No. 11.

Ref.: Aldershot Map, N. 17/8/17.
1 inch to 1 Mile.

INFORMATION. 1. (a) Enemy are reported on MILES HILL, LONG HILL and JUBILEE HILL, and are strongly entrenched along the line of the FLEET—TWESELDOWN—HEATH HOUSE road.

(b) Our advanced troops have reached the line of the main LONDON—FARNHAM road.

INTENTION. 2. The Battalion will take part in a Brigade attack. Battalion Objective: JUBILEE HILL.
35th Bn. Royal Fusiliers will co-operate on our right, 35th Bn. The Buffs on the left.

INSTRUCTIONS. 3. (a) Battalion will assemble for attack immediately EAST of point 340 at D.7.b.6.5, and will form up in three lines.

(i) Firing line { A Company on right. B Company on left.
(ii) Support C Company.
(iii) Reserve D Company.

(b) (i) Companies in firing line will each advance on a front of 300 yards. B Company will direct with the left along the WELLINGTON MONUMENT—BOURLEY HILL road.
BEARING of ADVANCE—255°.

(ii) C Company will follow firing line after an interval of 10 minutes.

(iii) D Company will follow the supports after an interval of 10 minutes.

(c) *Time of Attack.*—Attacking troops will debouch from the line of WOODS from D.7.b.3.4 to D.7.b.3.8 at 11.30 a.m.

LIAISON. 4. D Company will detail patrols to keep up liaison with battalions on both flanks.

S.A.A. 5. Ammunition pack animals will concentrate at point 340 and come under the orders of the Regimental Sergeant-Major.

AID POST. 6. At WELLINGTON MONUMENT.

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TRANSPORT. 7. Will remain at its present position ready to move at half an hour's notice.

REPORTS. 8. Report centre at point 43c. When objective has been captured and consolidated report centre will move to point where stream crosses BOURLEY HILL road at D.7.a.9.3.

(Sgd.) F. BICKNELL, Lieut. & Adjt.,
35th Bn. Middlesex Regt.

Issued at 9 a.m.

Copy No. 1. A Company.
No. 2. B Company.
No. 3. C Company.
No 4. D Company.
No. 5. 20-th Infantry Brigade.
No. 6 35th Bn. Royal Fusiliers.
No. 7. 35th Bn. Buffs.
No. 8. Quartermaster.
No. 9. Medical Officer.
No. 10. Office.
No. 11. War Diary.

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EXAMPLE C: An Operation Order for Outposts.

Copy No. 5.

2nd Bn. SUFFOLK REGIMENT (Operation), Order No. 1.

Ref. Aldershot Map, N.
1 inch to 1 mile.

6/8/17.

INFORMATION.

1. (a) Enemy is reported in FLEET, covered by Outposts on the line TWESELDOWN HILL—POND-TAIL BRIDGE—EAST edge of FLEET POND.

(b) Our troops are billeted in the area NORTH CAMP STATION—ASH VALE STATION, with Outposts from E in COVE (B.31.d.7.3) — Reservoir (D.1.b.6.4) — Second A in CANAL (D.1.d.7.4) to WELLINGTON MONUMENT.

(c) The 1/Bn. Border Regt. are on our right, the 2/Bn. Welsh Regt. on our left.

INTENTION.

2. (a) The Battalion will hold No. 2 Section of the above Outpost line, from a point 100 yards N. of the road at D.1.d.7.8 to the CANAL at D.1.d.5.4.

(b) Piquet Line will be line of RESISTANCE.

INSTRUCTIONS.

3. (a) A Company: No. 1 Outpost Company from the road inclusive at D 1.d 7.8 to a small bridge (not on map) at D.1.d 7.6.
B Company: No. 2 Outpost Company from D.1.d.7.6 small bridge to CANAL inclusive at D.1.d 5.4.

(b) C and D Companies will be in reserve at BLANDFORD HOUSE (D.2 c.2.5).

(c) Bn. Headquarters at BLANDFORD HOUSE.

(d) No fires in the Piquet line and no smoking after dark.

(e) Outpost Companies will not be relieved before 2 p.m. 7th inst.

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TRANSPORT. 4. In small wood EAST of FARNBOROUGH—ALDERSHOT ROAD at D.2.c.2 3.

AID POST. 5. BLANDFORD HOUSE.

REPORTS. 6. BLANDFORD HOUSE.

(Sgd.) G. C. HAMILTON, Capt and Adjt.,
2/Bn. Suffolk Regt.

Issued at 4 p.m.

Copy No. 1. A Company.
No. 2. B Company.
No. 3. C Company.
No. 4. D Company.
No. 5. Filed.
No. 6. Medical Officer.
No. 7. Quartermaster.
No. 8. Transport Officer.
No. 9 Border Regt.
No. 10. Welsh Regt.
No 11 Brigade.
No 12. War Diary.

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EXAMPLE D.

Battalion Order No. 100,
By LIEUT.-COL. A. C. BROWN, D.S.O., M.C.,
Comdg. 10th (S.) Battn. The Royal Fusiliers.

9/12/16.

PART I.

DETAIL FOR TO-MORROW. 1. Orderly Officer—Lieut. P. A. Smith, M.C.
Supernumerary—2nd Lieut. J. J. Jones.
Next for Duty—Lieut. J. Bull.
Battalion Orderly-Sergeant — No. 102 Sergt. O. Green.
Rouse, 7 a.m. Breakfasts, 7.45 a.m.
Orderly-room, 9 a.m.

TRAINING. 2. Companies will be at the disposal of O.C. Companies.

BATHS. 3. Companies are allotted the Baths to-morrow as under :—
½ Bn., Headquarters, and A Company, 9 a.m.
B Company, 11 a.m.
C Company, 2 p.m.
½ Bn., Headquarters, and D Company, 4 p.m.

ADVANCED PARTIES. 4. All parties detailed to proceed to the trenches will assemble at Battalion Headquarters at 8.30 a.m. Those detailed to remain in the trenches will parade with kits packed. All will take a haversack ration.

CASH REQUISITIONS. 5. Will be submitted to Orderly-room by 9 a.m. to-morrow.

PAY. 6. The Battalion will be paid on the 11th inst.

J. A. BAYNES, Captain & Adjutant,
10th Royal Fusiliers.

PART II.

PROMOTIONS. 1. No. 106 Corpl. P. L. Brown, A Coy., to be Sergeant, vice Sergt. J. Pike appointed provost sergeant. 8/12/16.
No. 1068 L.-Cpl. C. D. Silcock, A Coy., to be corporal vice Corpl. Brown. 8/12/16.

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APPOINTMENTS.

2. No. 256 Sergt. J. Pike, A Coy., is appointed regimental provost sergeant. 7/12/16.

No. 502 Pte M. Bullock, B Coy., No. 6002 Pte. N. Tod, C Coy., No. 2005 Pte. J. Gunn, A Coy., are appointed lance-corporals. 9/12/16

DEPRIVATIONS OF PAY.

3. No. 100161 Pte. G. G. Brownlow deprived 10 days' pay for absence from parade.

J. A. BAYNES, Captain & Adjutant
10th Royal Fusiliers.

NOTICE.—There will be a performance by the Divisional Follies in the Y.M.C.A. Hut at 6.15 p.m. to-morrow evening.

NOTES.

(*a*) No mention of the date you are taking over trenches is put in Routine Orders. This will appear in your Operation Order, which is a secret document.

(*b*) No mention has been made in these Orders of Gas Helmet Drill. With such large reinforcements arriving, it has been assumed that the Commanding Officer has already issued instructions to his Company Commanders on the vital importance of this particular duty.

(*c*) Companies have been placed (Order 2) at the disposal of Company Commanders, so that they may inspect and see that their men are thoroughly equipped before proceeding to the trenches. The Commanding Officer has explained his views to his Officers at a Conference.

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EXAMPLE E: An Official Message on A.F. C 2121.

The message has been addressed to three Battalions, viz.: The 10th Buffs 5th Gloucestershire, and 6th Worcestershire Regiments. The message has reference to a Brigade Operation Order No. 75 which affects the Buffs. It is also desired to let the other two Battalions mentioned know of the change in programme. This is done as indicated in para. 6 (2), on page 98.

"A" Form. Army Form C. 2121.

MESSAGES AND SIGNALS. No. of Message.....

Prefix.....Code.....m. Office of Origin and Service Instructions.	Words / Charge	This message is on a/c of: ..... Service.	Recd. at ..... m. Date..... From..... By.....
	Sent At ..... m. To ..... By	(Signature of "Franking Officer.")	

TO: 10/BUFFS
5/GLOUC
6/WORC

Sender's Number	Day of Month	In reply to Number	
* BM 76	5th		AAA

Ref	para	3	Operation	Order
75	aaa	Column	will	proceed
via	HUNGRY	HILL	and	not
via	FARNHAM	as	stated	aaa
Addressed	10/BUFFS	repeated	5/GLOUC	6/WORC

From 50th Inf Bde
Place
Time 8.20 P.M.

The above may be forwarded as now corrected.

Censor.

(Z) A. E. Sanderson Major
Signature of Addressor or person authorised to telegraph in his name

* This line should be erased if not required.

Wt., & Ltd., London— W.14042/M.44. 100,000 Pads. 12/15. Form C.2121.

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EXAMPLE F: An Official Memorandum.

Narrative.

You are Colonel X, commanding the 10th Battalion The Buffs, and you are out of the line training for a month. As a result of a ride through the billets, round the companies training, and back through the billets, where you arrive in time to see the Battalion at dinners, the following points come to your notice :—The guards all through were very bad at turning out, and when they did turn out the non-commissioned officers in charge had a very vague idea either of their duties or of the recognised procedure. The work being carried out by the companies was most satisfactory, and showed that the Officers had taken much trouble in preparing their plan beforehand, and in doing so were making it interesting for the men, who were working with a keenness that was quite a pleasure to see. The only thing wrong was the presence in the ranks of one Company (" A ") of several rather dirty-looking men, with bad clothing, no cap badges, and unshaven faces. In the rest of the companies the men presented a smart, clean, and soldierly appearance. The dinners were excellent, but the billets were, with the exception of " B " Company, not as clean as they might have been, paper and refuse lying about, and the whole pointing to the fact that either the men had not been given time to clean up, or the Officers and non-commissioned officers were not fully alive to the importance of cleanliness in billets. The billets of " B " Company were excellent.

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A SAMPLE OF THE TYPE OF MEMORANDUM THAT WOULD BE WRITTEN ON THE FOREGOING NARRATIVE.

To O.C. "A" Company.
„ O.C. "B" Company.
„ O.C. "C" Company.
„ O.C. "D" Company.

The following points came to the notice of the Commanding Officer during his inspection of the companies at work and during dinner :—

GUARDS. 1. The guards were universally bad. Neither the non-commissioned officers in command nor the men themselves gave any proof that they knew their duties.

TRAINING. 2. The training all through was most satisfactory, and the Commanding Officer wishes Company Commanders to tell their companies how satisfied and pleased he was to see the sound system that was evident throughout, and the keen and willing manner in which the men were working.

APPEARANCE. 3. The general appearance of the men on parade was, with one exception, most excellent. That exception was "A" Company, and the Commanding Officer was rather sorry to see in that company a good many rather dirty-looking men, with bad clothing, no cap badges, and unshaven faces in the ranks.

DINNERS. 4. The dinners all through were most satisfactory, the men expressing themselves thoroughly satisfied with their food and the manner in which it was served.

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BILLETS.

5. The billets of "B" Company were excellent, but the same cannot be said of the remainder. Their state, with paper and refuse lying everywhere, and the men's kits in disorder, pointed to the fact that, either the men were not being given sufficient time to clean and tidy up their billets before going on parade, or the Company Officers were not fully alive to their responsibilities in this direction.

The Commanding Officer, wherever he has referred in complimentary terms to the work, etc., of the companies, wishes you to bring the same to the notice of all concerned, and similarly, where he has found occasion to offer adverse criticism on certain points that came under his notice, he desires you to take whatever action you think necessary to effect improvement.

(Sd.).....Capt. and Adjt.

The 10th Battalion The Buffs.

Date ....

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CHAPTER IX.

TACTICAL EXERCISES.

By LIEUTENANT-COLONEL A. C. BAYLEY, D.S.O., p.s.c., Chief Instructor.

1. For official information on this subject see "Training and Manœuvre Regulations."

2. From the definition of a Regimental Exercise, viz., an exercise in which the force actually dealt with on the ground does not exceed that likely to be commanded by a Lieutenant-Colonel, it is seen that what is required are schemes dealing with small forces such as a battalion or company.

3. **Regimental Exercises** are an excellent means of training Officers and non-commissioned officers in :—

(a) Study of ground.
(b) Making up their minds quickly.
(c) Issuing orders quickly and concisely.
(d) Topography and map reading.

(a) Study of Ground.

An operation with troops is usually carried through to its conclusion with only a few checks. Time on these occasions is not always possible for a study of the tactical possibilities of any particular bit of ground. Moreover, a Commander's time is partly taken up in maintaining control of his troops. This is different on a Regimental Exercise, as ample time can be allowed for the study of ground and a full discussion take place. This is a great asset from an instructional point of view.

(b) Making up their Minds Quickly.

Instruction in this respect can be progressive, as the time limit allowed for any particular problem can gradually be decreased as Officers and non-commissioned officers taking part in the exercise get more experienced.

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(c) **Issue of Orders.**

When operating with troops situations take time to develop. During an exercise TIME can be advanced as required, and ample opportunities created for the writing of orders and messages.

(d) **Topography.**

A Regimental Exercise is primarily intended for the study of ground, and a map should only be used as a means of finding out the names of different tactical features and identifying them. This in itself forms the very best practice in map reading.

4. **Regimental Exercises** may be considered under three headings, namely, those intended for :—

i. Senior Officers.
ii. All Officers and senior non-commissioned officers.
iii. Junior Officers and non-commissioned officers.

A suitable type of exercise for senior Officers is one dealing with reconnaissance, for this type of exercise is often beyond the scope of Junior Officers. On the results of these reconnaissances may be based Regimental Exercises of the second type.

In the second type of exercise problems should be set requiring orders to be dictated, messages written, formation of troops discussed, the actual method in which troops move across any particular bit of country considered, practice in fire direction and fire control, handling of Lewis guns, action and position of scouts, and a hundred and one other things connected with the movement of troops against an enemy.

The third type of exercise, namely, one intended for Junior Officers and non-commissioned officers, requires very little preparation. It should be confined chiefly to the action and movements of platoons and sections under varying conditions, and is such that any Officer of experience can improvise the problems to be set while the class is actually out on the ground.

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The following notes on the preparation of schemes apply therefore to the first two types of Regimental Exercise which require previous preparation if full instructional value is to be obtained.

5. When drawing up a scheme, first consider the type of operation you wish to demonstrate, e.g., Advanced Guards, Defence of a Locality, Village or Wood Fighting, Consolidation of a Captured Position, or Crater Fighting.

Then select the best available bit of country for the purpose. Ground with numerous tactical features, such as hills, woods, houses, etc., is generally best, as situations can more frequently be changed, but as fighting may have to be carried out over any type of ground, it is therefore always possible to carry out a Regimental Exercise wherever you may be.

6. Formerly it was the practice to start schemes with a GENERAL *and* SPECIAL IDEA.

This is a needless complication as regards a Regimental Exercise, and it is far simpler to issue a short **narrative** containing everything that you consider necessary for the Officers taking part in the exercise to know.

Should the scheme be intended for Senior Officers, it is advisable to consider the force you are dealing with as forming part of a larger force, e.g., in an exercise dealing with the reconnaissance of a position consider your force as the Battalion forming the Advanced Guard to the Brigade. This helps to make the situations more real, for it is difficult at times to explain why a solitary Battalion should be attacking a strong position with no other troops in the neighbourhood to support it.

7. As regards the third type of exercise, namely, one intended for Junior Officers and non-commissioned officers, the following notes by Major-General D. M. Campbell, C.B., Commanding a Division in France, on the method of conducting such exercises, should be carefully studied :—

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(a) "A Tactical Exercise may be carried out in anything from 10 minutes to 2 hours. It should seldom last longer than 2 hours.

(b) "The following is an example of a Company Tactical Exercise, class consisting of "A," "B," "C," "D," etc.

EXAMPLE :—

A Company Tactical Exercise.

PROBLEM SET.

"A" asked for solution. "A" gives "B" (who represents Platoon Commander) his *actual orders*. "B" decides to cover his advance with, say, a section. "B" must give "C" (representing Section Commander) his *actual orders*. "C" decides to cover his advance with two scouts. "C" gives "D" and "E" (representing Scouts) their *actual orders*.

Class now proceeds to scout's first objective and discuss mannér in which scouts would approach—position and action of remainder of section—action of scouts on reaching objective, etc.

By working on the above lines the most systematic grounding can be given without employing a single platoon.

Whether an order is clear or not must frequently be tested by asking the recipient to explain what he thinks he is expected to do.

In giving orders at Tactical Exercises great care must be taken that the Commander always gives :—

(i.) Information about the enemy,
(ii.) Information about own troops,
(iii.) His intention,

before detailing his orders. The above information is often omitted at Tactical Exer-

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cises, and a very bad and dangerous habit is acquired.

To get full benefit from a Tactical Exercise members must be encouraged to ask questions. Everyone must realise that the Instructor is out to help and not to find fault.

The above method of conducting Tactical Exercises has never failed to give the best results.

8. The following points should be carefully attended to when carrying out any Tactical Exercise :—

(a) **Preliminary Instruction.**

Before any Tactical or Regimental Exercise is undertaken the Directing Officer must ensure that those taking part in it have a very perfect idea of the strength, composition, method of movement and manœuvre of the unit they are to deal with. For instance :—

If the exercise is of an elementary nature, such as the rôle of a company in the Advanced Guard, the Officers and non-commissioned officers should be taken out and shown on the ground first a company at full strength in column of route, then moving off as an Advanced Guard, then disposed and halted on the ground as an Advanced Guard, and in such a way that every Officer and non-commissioned officer can, after seeing the demonstration, never forget the rôle and disposition of every Officer, non-commissioned officer and man in that Advanced Guard.

(b) **Size of Party.**

The numbers under one instructor should, if possible, not exceed fifteen. Even this number is too large if written solutions have to be handed in. In such cases it helps the instructor

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if the party is sub-divided up into groups, each group only submitting one solution.

The advantages of the group system are that it enables the instructor to return Officers taking part in the exercise their corrected solutions within a short space of time, while the situation is still fresh in their minds.

It also helps to promote discussion, for each problem must be fully discussed by the group before their solution is submitted to the instructor.

On the other hand, if problems requiring rapid appreciations and decisions are being set, then the group system should not be adopted, whatever the numbers of the party.

When the group system is adopted, each particular member of the group should be nominated to act in some particular capacity, e.g., one member as Battalion Commander, the remainder Company Commanders.

Each member should, in turn, be appointed to act as leader and spokesman for the group.

(c) **Formation of Party.**

The party must be assembled so that everyone can hear what is said. If working in groups, then the groups should be kept together.

Any remarks made by the instructor should be addressed to the whole party, and not to any particular individual or group.

Likewise any question raised must be addressed to the whole party, and not to the instructor only. It is the duty of the instructor to see that only one member of the party is allowed to speak at a time.

If these rules are not strictly enforced the exercise soon becomes a conversation between the instructor and an odd member or two of

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the party, and the instructional value of the exercise soon vanishes.

(d) **Dictating Orders.**

When an Officer is called upon to dictate orders to meet a certain situation, certain members of the party should be nominated to act as the subordinate commanders of that Officer.

The Officer should then be made to dictate his orders direct to these Officers.

It is only by acting thus that Officers can obtain practice in giving their orders quickly, clearly, and with a decided tone of voice.

The practice of addressing remarks to the instructor and saying, "I should do this or that," affords no training to Officers in the giving out of orders, and should, consequently, never be allowed.

(e) **Writing of Appreciation (with Special Reference to Tactical Problems).**

1. The object of an appreciation is to assist the writer of that appreciation in arriving at a decision as to the best course to adopt in certain given circumstances.

Any Officer, when he is faced with a tactical situation during operations, has to make up his mind as to a certain line of action he intends to adopt. In arriving at this decision, he considers certain factors, no matter how simple that problem may be. He, in fact, carries out a mental "appreciation of the situation."

2. The same process of reasoning is required when Officers are asked to write an appreciation dealing with a Tactical Problem.

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What is required is a short statement of the facts dealing with the situation, and as a result of those facts a simple plan of action giving **sufficient details for an operation order to be drawn up** on the information given.

The important point to remember is that **rapidity is all important,** therefore facts which are obvious and do not deal directly with the case need not be stated.

3. In drawing up these appreciations the following points should be considered :—

(*a*) The object you have to carry out.

(*b*) Any **special** consideration either as regards the enemy or your own troops which may affect the attainment of your objective.

(*c*) The various tactical features from the map, and how they may affect the particular operation.

(*d*) After consideration of these points, note down anything you consider should be brought to the notice of the Officer who detailed you to carry out the particular task, such as points dealing with your instructions which you consider impossible to carry out, giving your reasons.

(*e*) What you consider the enemy would like to do; and, finally,

(*f*) A simple plan of action based on the above considerations.

4. **Before writing orders** for any tactical problem, an Officer should always "appreciate the situation," if not in writing, at least mentally.

To do this with any success he should accustom himself to follow some logical

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sequence, just as an Officer does when he writes out an Operation Order.

It is therefore suggested that the sequence stated in para. 4 will help Officers in this respect, viz. :—

(*a*) Object.
(*b*) Troops.
(*c*) Tactical features.
(*d*) Points for notice of Officer who issued instructions.
(*e*) Enemy action.
(*f*) Plan.

The following seven Tactical Exercises, by Lieutenant-Colonel H. W. M. Watson, D.S.O., K.R.R.C., which were carried out at the Senior Officers' School, are given as a sample of the type of simple exercise that may be given to Officers and non-commissioned officers in a Battalion. They indicate the lines on which a series of small military problems may be based :—

Outdoor Exercise "A."

The 180th Brigade, which consists of the 7th and 8th Battalions Royal Scots, the 7th and 8th Battalions A. and S. Highlanders, and the 180th Machine Gun Company, is marching from WOKING to FLEET *via* FARNBOROUGH, EELMOOR HILL.

The enemy is reported to be near BASINGSTOKE.

A. What proportion of the Brigade would you order for the Advanced Guard?

B. The head of the advanced guard has reached WHARF BRIDGE.

What is :—

(1) The strength and formation of van guard, its position as regards main guard, and how would it move?

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(2) Formation of main guard and position as regards main body?

(3) Your own position?

(4) Method of communication between van guard and main guard, and main guard and main body?

Outdoor Exercise "B."

You are commanding "A" Company, finding the van guard of the advanced guard, formation as follows:—

Two platoons, one on each side of the road, moving parallel to it and 300^{x} to 400^{x} from it.

Yourself and remaining 2 platoons on the road 400^{x} behind

Officer Commanding No. 2 Platoon on left of road signals:—

"My scouts fired on from COPSE East of BOTTOM in CLAYCART BOTTOM. No movement visible."

What action do you take?

What action does Officer Commanding No. 2 Platoon take?

As Section Commander in No. 2 Platoon, you are advancing with your platoon, and see five or six of the enemy running from the Southern Copse towards the road.

What orders would you give?

Outdoor Exercise "C."

Your Brigade has bivouacked in the OFFICERS' CLUB one hour before dark. Your battalion is ordered to hold the outpost line from Bridge at C in WATTS COMMON to the track at first O in CLAYCART BOTTOM inclusive.

How would you divide this frontage, and where would the reserve be, supposing you have decided to have one?

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You are commanding "A" Company, and are allotted a line from the Bridge to the FLEET—ALDERSHOT ROAD inclusive.

What number of piquets do you think necessary?

What precautions would you take while examining the ground?

Where will you have your supports?

How will your company get their dinners?

Outdoor Exercise "D."

You are Commanding No. 1 Platoon, finding piquet on the Bridge.

What Sentry groups will you find by night and day?

What should every man in the piquet know?

You are a Section Commander, and are sent out two hours before daylight to reconnoitre in front of the line. You take two men with you. You reach the corner of PYESTOCK WOOD and spot a sentry, and six or seven men near him sitting down.

What would you do?

Outdoor Exercise "E."

Your Brigade is ordered to attack PYESTOCK WOOD from direction of GOVERNMENT HOUSE.

The objective given to your Battalion is from east corner of the wood to the track south of first o in Wood.

Write briefly your orders for the attack.

You are commanding "A" Company on the right of the Battalion.

What verbal orders would you give to your Platoon Commanders?

You are a Section Commander in the 1st line of "A" Company, which has just been reinforced by the 2nd line.

What is your duty?

You are ordered by your Platoon Commander to open fire on the front edge of PYESTOCK WOOD.

What exact fire orders would you give?

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You are a Platoon Commander in "A" Company, and you have captured the enemy's trenches on the fringe of the Wood. No other Officer is up, and you can get hold of about 50 men, your own company, "B" Company, and some few of the Battalion on your right.

What do you do?

Outdoor Exercise "F."

Your Brigade is marching from WOKING to FLEET.

You are in command of the leading Battalion of the main body.

When you reach the point 266, you receive orders to be responsible for the right flank of the Brigade till it reaches PONDTAIL BRIDGE.

What would your flank guard consist of, and how would it move?

Outdoor Exercise "G."

Enemy are reported in neighbourhood of FLEET.

You as Battalion Commander have been ordered to make preparations to deny the enemy the high ground of FARNBOROUGH COMMON from an attack from the west (shown on ground).

Draw rough sketch showing disposition of your companies.

You are commanding "A" Company, and have been shown by the Commanding Officer what frontage you are responsible for.

What defensive works would you make? All necessary picks and shovels available.

You are commanding No. 1 Platoon, strength 32.

How exactly would you start your men working? And what is a reasonable task in this soil in four hours?

You are a Section Commander, and are given a working party of systematic wiring.

Where will you put your wire?

How do you organise your party for systematic wiring, and what system of working will you have?

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CHAPTER X.

MISCELLANEOUS EXERCISES.

The following pages contain a series of exercises that were set from time to time, and are dealt with under three headings:—

Part I.—An exercise in the issue and writing of Orders for a Peace March, where the comfort of the troops is the predominating factor.

Part II.—Exercise to illustrate situations such as might confront a Commanding Officer from the time he marches his Battalion from the Battle Area and takes over a line of trenches in a new sector.

Part III.—An exercise dealing with the various problems a Commanding Officer must consider in anticipation of his Battalion being relieved in the trenches.

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PART I.

An Exercise in the Giving and Writing of Orders for the March of a Battalion, Company, Platoon, Etc., under Peace Conditions, when Tactical Conditions do not require Detachments, such as Advanced Guards, Flank Guards, Etc.

Reference: ½-in. Country round Aldershot Map.

A Battalion of Infantry is marching from LONDON to BASINGSTOKE, and reaches ALDERSHOT at 10 p.m. on the 16th inst. Here it billets, and is distributed as follows :—

Headquarter and Headquarter Company in QUEEN'S HOTEL, FARNBOROUGH.

"A" Company in OUDENARDE BARRACKS.

"B" Company in HEADQUARTERS GYMNASIUM.

Two Platoons, "C" Company, in PRINCE CONSORT'S LIBRARY.

Two Platoons, "C" and "D" Company, in OFFICERS' CLUB.

The Transport in SOUTH CAVALRY BARRACKS.

Its average daily march has been 12 miles.

An hour before reaching Aldershot the Commanding Officer receives orders that his Battalion will march to FARNHAM on the 17th, and billet there for the night of the 17—18th. He is also told that he can march at his own time.

PROBLEM "A."

You are Colonel X., commanding the Battalion. Write down the orders, and how you would issue and transmit them to your Battalion for the march of the 17th.

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PROBLEM "B."

You are Captain Y., commanding "C" Company, and you and all your Officers are billeted in the Officers' Club. Similarly as in Problem A, write down the orders you would issue to your Company on receipt of the orders you receive from the Battalion.

PROBLEM "C."

You are Captain Z., commanding "A" Company. Similarly as in Problem B, write down your orders.

Note.—(1) The orders you issue on Problems B and C are to be based on those contained in your own solution of Problem A.

(2) In all these Problems state how the orders would reach those for whom they are intended, viz., Problem A, the Captains of the Companies and others concerned, and Problem B, the Platoon Commanders, non-commissioned officers and men of the Platoons.

SOLUTION TO PROBLEM "A."

1. On receipt of my orders, I send for Company Officers and the Transport Officers to ride to the head of the Column, and give them the following verbal instructions :—

(a) We only have a short march to-morrow (viz., 4½ miles) to FARNHAM. The Battalion will not move before 10.30 a.m.

(b) Detailed orders will reach you at 9 a.m. to-morrow. You can all sleep until then. Tell the men they have marched splendidly. Sick parade will be at the Prince Consort's Library at 9.30 a.m.

2. At 11 p.m. after a meal I order my Adjutant to write the orders for the march to-morrow. These orders would be :—

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2nd Somersetshire Light Infantry Operation Order No. 1.

17th November, 1916.

Ref. : ½-in. Country round Aldershot Map.

INTENTION. 1. The Battalion will march to FARNHAM to-day and billet there for the night.

INSTRUCTION. 2. Order of March :—H.Q., A, B, C, D Companies, and Transport.

Starting Point :—Cross roads by Church, just south of the "T" in ALDERSHOT.

Time :— 11.0 a.m.

(*b*) Baggage will be stacked ready for loading by 10.30 a.m.

(*c*) Sick Parade will be at the Prince Consort's Library at 9.30 a.m.

(*d*) Billeting parties will rendezvous at the Prince Consort's Library at 9.0 a.m.

REPORTS. 3. To head of column.

K. JACKSON, Captain and Adjutant,
2nd Somersetshire Light Infantry.

Issued at 8.0 a.m. by Orderly.

Copy No. 1, Filed.
" " 2, A Company.
" " 3, B Company.
" " 4, C Company.
" " 5, D Company.
" " 6, Transport.
" " 7, Quartermaster.
" " 8, Medical Officer.
" " 9 War Diary.
" " 10, Filed.
" " 11, Brigadier.

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SOLUTION TO PROBLEM "B."

1. On receipt of the Commanding Officer's verbal instructions I should, after halting the Company opposite the Officers' Club, issue the following orders to my Platoon Commanders, and in the hearing of my Company Sergeant-Major and Company Quartermaster-Sergeant :—

"We only have four miles to march to-morrow, and the Battalion will not move before 10.30 a.m. Give the men a good long night's rest. Tell them that the Commanding Officer is very pleased indeed with their marching, and that so am I. The Medical Officer will see any sick at the Prince Consort's Library at 9.30 a.m. to-morrow."

Note.—The Company Officer will visit the billets of his Company before he turns in for the night, and will satisfy himself that all is correct.

2. On receipt of the march orders the following morning at about 9.30 a.m. I should send for my Company Sergeant-Major, and issue the following verbal orders :—

"The Battalion is passing the cross roads by the Church just South of the Prince Consort's Library at 11 a.m. to-day in the following order :—H.Q., "A," "B," "C," "D." Half the Company will be formed at the south gate of the Officers' Club on the FARNHAM—FARNBOROUGH road at 10.45 a.m., and the other half at any convenient point opposite the PRINCE CONSORT'S LIBRARY at 10.50 a.m. ready to join the column. Baggage must be stacked ready for loading by 10.30 a.m.

3. In the first case the orders will reach the non-commissioned officers and men from the lips of the Platoon Commander before dismissing, and in the latter case from the Company Sergeant-Major to the Platoon Sergeants, who would inform both their Platoon Commanders and their men of the orders.

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SOLUTION TO PROBLEM "C."

1. *Vide* para. 1 of Solution to Problem B above.

2. On receipt of the march orders, I should send for my Company Sergeant-Major and give him the following verbal orders :—

"The Battalion is marching to FARNHAM to-day.

"Starting Point: Cross roads by Church, just south of Prince Consort's Library.

"Order of March, H.Q., 'A,' 'B,' 'C,' 'D.'

"The Battalion will pass the Starting Point at 11 a.m.

"The Company will parade ready to march off at 10.30 a.m.

"Baggage must be stacked ready for loading by 10 a.m."

3. *Vide* para. 3 of Solution of Problem "B" above.

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PART II.

Exercises to illustrate situations such as might confront a Commanding Officer from the time he marches his Battalion from the Battle Area and takes over a Line of Trenches in a New Sector.

NARRATIVE "A."

Reference: ½-in. Country round Aldershot Map.

You are Temporary Lieut.-Colonel BROWN, Commanding the 10th Service Battalion Royal Fusiliers, and your Battalion, after severe losses in a recent engagement, has, with the remainder of the Third Division, been withdrawn. On the 3rd December, 1916, your Battalion commenced its march North, to take over a sector of the Line. You have no Regular Officer with you, but your Second-in-Command, your Adjutant, and two of your Company Commanders have been with the Battalion since the date it was raised in August, 1914. Previous to commencing the march you have had two days' rest, during which period 10 Officers and a Draft of 300, made up of :—

(I) 120 Royal Fusiliers,

(II) 110 Royal West Kents (Bantams), and

(III) 70 King Edward's Horse (London Yeomanry), joined as reinforcements. Your men, though badly in need of a bath and clean underclothing, have been unable to obtain either before commencing the march. You have been told that the men will receive both before going into the line. Your Battalion is marching independently.

PROBLEM "A."

I. Write your orders for the march of your Battalion on the 3rd December from ALTON TO ODIHAM, (These places, though in reality close up to your eventual destination, are supposed to represent the first day's march from the battle area. Your Battalion is somewhat scattered in its billets.) You can march in your own time.

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II. Previous to commencing your march North, which you knew was going to take several days, what general action would you take with a view to enabling your Battalion to complete the march with the minimum of falling out, straggling and discomforts to the men?

Solution (I).

Copy No. 1.

10th (Service) Battalion The Royal Fusiliers
(Operation) Order No. 27.

2nd December, 1916.

Ref.: ½" Aldershot Map.

INTENTION. 1. The Battalion will march to-morrow to ODIHAM.

INSTRUCTION. 2. Order of march is as follows:—A, B, C, and D Companies and 1st Line Transport.

Starting Point:—Road junction half-mile south of the "A" in ANSTEY.

Route:— JORDAN'S FARM—BLOUNCE FARM—FOUR LANES END.

Time:— 10 a.m.

(*b*) Baggage will be stacked ready for loading by 9 a.m.

(*c*) Sick Parade TOWN HALL, ALTON, at 9 a.m. to-morrow.

(*d*) Billeting parties, as already detailed, will report at Battalion Headquarters at 8 a.m. to-morrow.

REPORTS. 3. To head of column.

(Signed) Captain & Adjutant,
10th (Service) Battn. The Royal Fusiliers.

Issued by Cyclist Orderly at 4 p.m.

Copy No. 1 Filed.
" " 2 to A Company.
" " 3 " B Company.
" " 4 " C Company.
" " 5 " D Company.
" " 6 " Transport Officer.
" " 7 " Quartermaster.
" " 8 " War Diary.

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Solution (II).

1. I should get all my Officers and non-commissioned officers together, and go very closely into each point on March Discipline with them before starting off, and I should see that they were fully conversant with the system which obtains in my Battalion.

2. I should arrange that men who are not fit to march with their Companies are collected and are marched as a separate party, either well in advance of the main body or just in rear. But see that their march is so arranged that if they start in front they are not overtaken by the main body.

3. I should speak to the whole Battalion in the following manner :—

" We are going to commence a nine days' march the day after to-morrow. The average distance which we have to march daily is about 10 miles. We shall only go through the march with credit provided all ranks are determined to do their level best to turn out well, and to march well throughout. One man falling out may at once start many others doing the same, and very quickly the Battalion will consist of four weak Companies and many stragglers. Such a spectacle is not creditable to anyone: I have made arrangements that your comfort will be attended to throughout the march, and I hope you will do your level best to get to the end of it with as few men falling out as possible."

4. I should speak to my Second-in-Command, or some reliable Officer (who should be able to speak French), and arrange with him to do the billeting of the Battalion during the march. I would talk to him as follows :—

" I wish you to make every endeavour to see that the men have good places for their mid-day halts (when I decide to have mid-day halts). If possible, select places which are near towns or villages where those men who have money can obtain beer on payment, or buy other necessities.

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" As regards the actual billets, I want you on every occasion, if possible, to select a building big enough for all the Officers to mess together; also a similar room for the Sergeants of the Battalion. If you hear of any band or concert troupe being in the vicinity, or in the town itself where we may be billeted, try and arrange for their services. Don't take 'NO' for an answer from the Mayor of any town or village, or the owner of any building who might say 'NO' to your request that a certain building should be placed at your disposal. Get the men billeted as comfortable as possible wherever they are."

5. I arrange for an ambulance to accompany the Battalion on the march.

6. I see that the Quartermaster does everything possible in refitting men, and insist upon uniformity of dress. Uniformity of dress is most important.

The Quartermaster should also obtain ample supplies of hot water so that men can get their feet washed and put in proper order for a march. He should obtain a supply of dubbin.

7. I make arrangements to see that my men get beer when they get in. If the estaminets are closed, I arrange for one to be kept open; and if there is any difficulty, I issue instructions for men to be marched under supervision to get their beer. I am prepared to accept responsibility for my action, but I insist upon seeing that my men's wants are attended to.

NARRATIVE (Continued) "B."

On the afternoon of 9th instant, at about 3 p.m., you reach FLEET, where you are to billet for the night of 9/10th. FLEET is a good-sized town, where the Headquarters of the outgoing Division, with its baths, cinema and canteen are established. Orders from the Brigade reach you here to the effect that your Battalion will remain in FLEET until the evening of 11/12th.

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The Brigade Order also states that a motor-bus to hold up to 30 will be at your Headquarters at 8.30 a.m. on 10th instant, to convey you and those you tell off to accompany you to FRIMLEY GREEN, where you will find the Headquarters of the 100th Infantry Brigade and guides to take you to the Headquarters of the Battalion you are going to relieve. Your Specialists are to go into the line on the evening of the 10th.

PROBLEM "B."

(I) Write down the Officers, non-commissioned officers and men (if any) you would select to accompany you.

(II) Write down your Battalion Orders for the 10th. N.B. : When writing your Orders bear in mind the fact that your Battalion will not be required to move before 4 p.m. on the 11th instant.

Solution (I).

The following are selected to proceed by motor-bus to reconnoitre the line :—

1.	Commanding Officer	1
2.	Adjutant	1
3.	Transport Officer	1
4.	Orderlies	3
5.	Four Company Commanders	4
6.	A N.C.O. from each Company (to be a Sergeant)	4
7.	Bombing Officer and 1 N.C.O.	2
8.	Signal Officer and 1 N.C.O.	2
9	Sniping / Scouting / Intelligence — Officer and 1 N.C.O.	2
10.	Lewis Gun Officer	1
	Total ...	21

Solution (II), see page 126.

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NARRATIVE (Continued) "C."

You, with your party, arrive in due course at Brigade Headquarters, at FRIMLEY GREEN, at 9.30 a.m., where you are met by the Brigade Major, who tells you that the guides are ready, and that you can start at once.

PROBLEM "C."

What action do you then take?

Solution.

1. I ask to see the Brigadier and get him to show me on the map the trenches I am about to take over. I get him to point out the various communication trenches, and ask him which are the communication trenches most generally in use. I also ask the Brigadier tactfully what sort of a fellow the Commanding Officer is whom I am about to relieve.

2. Whilst I am engaged with the Brigadier my Adjutant interviews the Brigade Major and gleans all the information he can from him regarding the line.

3. My Transport Officer gets into touch with the Staff Captain and makes enquiries regarding the Q side of the Brigade Area, e.g., baths, canteen, beer, transport accommodation, etc. He also finds out what ground is available for training purposes, what areas are usually shelled, and the time this shelling normally takes place.

4. Before leaving Brigade Headquarters I make absolutely certain that the guides placed at my disposal really know the way to Battalion Headquarters, and that the Battalion we are relieving has been notified and is expecting us.

5. Ask the Brigadier what time you are likely to get back, and tell your Transport Officer to inform the Battalion accordingly when he returns.

6. Having obtained all the information we require at Brigade Headquarters, we proceed on our way in

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small parties (formation usually recommended by Brigade). It is generally advisable for the Commanding Officer to lead the way with the first party. Arrange for these parties to meet at the Battalion Headquarters.

NARRATIVE (Continued) "D."

After hearing what the Brigadier has to tell you, you start off for the line in the manner approved, and at 11 a.m. you arrive at Battalion Headquarters, which you find established in a big, deep and perfectly safe dug-out, capable of holding from 10 to 12 persons. The Specialists have already gone off with their opposite numbers, according to your instructions given to them before leaving Brigade Headquarters, and you have with you at Battalion Headquarters your Adjutant, your Signalling Officer, your Company Officers, and 4 Company non-commissioned officers—a party of about 18 altogether. Colonel WHITE, Commanding the Battalion you are to relieve, has the guides all ready for you and wishes you to start off at once. He himself has only been in the line two days, and knows very little about it, and so he does not propose to accompany you. He has, however, detailed his Intelligence Officer to accompany you.

PROBLEM "D."

(a) What would you think of the situation?
(b) What action would you take?
(c) What orders or directions would you give to your Officers?

Solution.

1. I do not start off round the trenches at once, but I insist on going into the dug-out with my four Company Commanders, and when all are seated with their maps out, I ask Colonel WHITE, from whom I am

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taking over, to give us briefly a general idea of the line, its weak and strong points, etc.

2. I ask which is the most difficult sub-sector, the **number of rifles** holding the front line, and I enquire particularly as to what the strength of the Companies in the line actually is. I then tell off my Companies on this information.

3. I then send my Officers off with instructions to rendezvous at Battalion Headquarters by a certain time (the time will depend on what Colonel WHITE tells me).

4. I then arrange a definite plan of action with Colonel WHITE. I get him to show me his WORK Scheme before moving off, so that I may notice what is being done in that way while I am going round. I ask if it is possible to visit an O.P., from which I could get a general view of his sector. We then start off together, leaving my Adjutant behind to talk matters over with his opposite number.

5. The Adjutant makes it his duty to find out all details regarding the office, defence scheme, method of carrying up rations, water, etc., position of dumps, tram lines, etc.

NARRATIVE (Continued) "E."

You have now cleared up the situation and given your orders, etc., to your Officers, and you start off at 11.30 a.m., with Lieut.-Colonel WHITE, to obtain the information referred to in Solution "D" above.

PROBLEM "E."

On your way down the communication trench, which, from Battalion Headquarters to the front line, is about 800 yards, what would you expect a Commanding Officer who knew his line to point out to you?

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Solution.

I expect Colonel WHITE to stop at two or three points on the way up the communication trench, and point out to me the tactical points of importance from the front to the rear of the line, and also on that particular flank.

NARRATIVE (Continued) "F."

Lieutenant-Colonel WHITE has stopped at three or four points on the way up the communication trench, and from these points he has pointed out to you the tactical features and other points of importance referred to in Solution "E" above.

PROBLEM "F."

Are you satisfied with all the information contained in this Solution, or would you desire information on other points? If so, state what these points are?

Solution.

I pay particular attention to the state of defence of the left flank communication trench along which we are proceeding, viz.: whether it is fire-stepped; whether it is wired on one or both sides; and whether it is well traversed, etc. I ask who are the neighbouring troops on the flank. I also pay particular attention to the state of cleanliness of the trench, and if it is dirty I bring it to the notice of Colonel WHITE.

NARRATIVE (Continued) "G."

You arrive in the front line, and on the extreme left of it Lieut.-Colonel WHITE turns sharp right-handed and moves along the line. His pace is too fast for your purpose, and you are not obtaining the information you require. He, however, is considerably your senior in age and service, and is, so to speak, your host.

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PROBLEM "G."

What action do you take?

Solution.

I stop Colonel WHITE and tell him that I have come up the line because I want to make sure of certain points, and that if we keep up the pace he is going I shall not effect my purpose. Perhaps you can regulate the pace by getting in front of Colonel WHITE and leading the way.

NARRATIVE (Continued) "H."

You are now proceeding along the line in a more satisfactory manner, and you have got both Colonel WHITE and his Intelligence Officer in a chatty and communicative mood.

PROBLEM "H."

What are the cardinal points that you give your attention to in making this inspection?

What information do you especially try to obtain, and from whom do you try to obtain it? (Apart from the Commanding Officer and his Intelligence Officer who have been accompanying you.)

Solution.

1. I pay particular attention to the state of the wire at all parts of the front, and if it is bad I get Colonel WHITE to agree that it is bad.

2. I note the average distance between the German trenches and our own.

I ask him for any information regarding any nasty points of the line, e.g., salients, craters, etc.

3. I pay particular attention to the sanitary state of the trenches; and if they are dirty, and there is paper, tins, etc., lying about, I make a point of asking Colonel WHITE to have those cleaned up before he hands over.

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4. I make a point of talking to the Captains or Subalterns of the Companies of Colonel WHITE'S Battalion, and I glean any information I can from them.

5. Remember that during this preliminary reconnaissance you require to get a general idea of the line you are to take over. You cannot, therefore, pay attention to every detail.

Such things as the siting of Lewis Guns, position of Observation Posts, etc., all require detailed reconnaissances on future occasions.

NARRATIVE (Continued) "J."

On approaching a part of the line you find that the enemy are trench-mortaring and shelling it—not very badly, but sufficient to make the trench unhealthy. You are anxious to see that part of the line, but you don't want to get knocked out. Colonel WHITE says, "Oh! we will go on; it is ten to one against their getting us."

PROBLEM "J."

What will you do, bearing in mind again the circumstances mentioned in Narrative "G" above?

Solution.

I tell Colonel WHITE that if he likes to go on and get his head blown off by a shell he can do so; I am not going to follow his example. I therefore wait until the shelling stops and then go on. If he does not stop I try to circumvent the danger point; and go on to another part of the line.

NARRATIVE (Continued) "K."

You persuade Colonel WHITE to wait, and in time the shelling ceases. You then complete your tour to the extreme right flank, and then return by the extreme

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right flank communication trench, taking stock of the same points on your way back as on your way up in the morning. You arrive back at Battalion Headquarters at 2 p.m., where you find half your party is assembled.

PROBLEM "K."

What action do you take?

Solution.

1. I first of all send the non-commissioned officers back to Brigade Headquarters, and I enter Colonel WHITE'S dug-out again with my Company Commanders.

2. I find out from my Company Commanders if they have any points they wish to bring forward with reference to their walk round the trenches.

3. I then formulate my plan for taking over the line. I make sure that the two Adjutants, in consultation with the Company Commanders, have made proper arrangements regarding guides. This is most important.

4. I arrange with Colonel WHITE that he should leave one Officer (preferably the Intelligence Officer) to remain with my Headquarters for 24 hours after the relief is completed.

If this is a new sector I am taking over, I ask that one Officer per Company may be left behind.

5. I ask Colonel WHITE if he can produce by the time I come in to-morrow night a WORK PLAN of the Sector, showing the work done and work in hand as it actually is.

6. I arrange with Colonel WHITE that we shall move our Mess in to-morrow evening, and that we shall be very pleased if he and his Staff will dine with us.

7. And, lastly, if I have found the trenches dirty, I tell Colonel WHITE so, and express a hope that he will have them cleaned up before we move in.

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NARRATIVE (Continued) "L."

You arrange everything to your satisfaction; you thank Colonel WHITE for his kindness, and you return to Brigade Headquarters, where you find the bus waiting for you.

PROBLEM "L."

What action do you take?

Solution.

1. On arrival at Brigade Headquarters I personally see the Brigadier, and if the arrangements have been good and worked well, I thank him.

2. If they have been bad I tell him so, but I am very careful to have my points clear in my head first.

3. In either case I inform him that the arrangements for the relief appear to be in order, and that Colonel WHITE understands the situation perfectly.

4. Whilst I am seeing the Brigadier I tell my Adjutant to see the Brigade Major or Staff Captain and to make any final arrangements.

NARRATIVE (Continued) "M."

You arrive back with your party at Battalion Headquarters about 5 p.m. Your Officers are messing by Companies, owing to the scattered position of the billets.

PROBLEM "M."

What do you do first of all? Write out your orders for the march to, and the taking over of, the trenches on the night of the 11/12th.

State what further instructions, if any, either verbally or otherwise, you would give to either the Officers, non-commissioned officers and men previous to the Battalion marching off on the 11th.

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Solution.

1. I invite all my Officers in to have tea at my Headquarters.

2. I then go through, roughly, the details of the relief for to-morrow, and after asking them whether they have any points to put to me, I leave them to write my orders for the actual relief, which are as follows :—

COPY No. 1.

10TH (SERVICE) BATTALION ROYAL FUSILIERS.

OPERATION ORDER No. 28.

10/12/16.

1. The Battalion will relieve the 50th (Service) Battalion Warwickshire Regiment of the 761st Infantry Brigade in the FRITH HILL sector to-morrow night.

2. The Battalion will parade at 2.45 p.m. to-morrow on the Battalion Parade Ground, and will proceed as a Battalion as far as the cross roads at FRIMLEY GREEN.

N.B.—This place has not been selected tactically, but is taken at random, to illustrate the principle that it is necessary to split up into small parties when you get within the shelled area.

From this point Companies will move off to the rendezvous at F 25a 1.9 (cross roads) at 10 minute intervals, in the order stated below :—

"B" Company to relieve "C" Company, Warwickshire Regiment, in trenches T16—T24.

"C" Company to relieve "A" Company, Warwickshire Regiment, in trenches T25—T32.

"A" Company to relieve "B" Company, Warwickshire Regiment, in trenches T33—T40.

"D" Company to relieve "D" Company, Warwickshire Regiment, in the reserve trenches.

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3. 50th Battalion Warwickshire Regiment has arranged for guides to be at the rendezvous, F 25a 1.9, as under :—

Advanced Party at 11 a.m. on 11th inst.
Battalion Headquarters and Companies at 6.30 p.m on 11th inst.

4. *Advanced Party.*—Signallers and Bombers detailed as such have proceeded to the line to-night. Non-commissioned officers for taking over trench stores will parade at Battalion Headquarters at 9 a.m. on the 11th inst., and will proceed under the Battalion Signal Officer to meet guides at F 25a 1.9, as detailed above.

5. Arrangements have been made to issue rations and trench boots to Companies at FRIMLEY GREEN.

(There is no need for a forward dump of this nature, unless the march to the trenches is likely to be a long and arduous one.)

6. Code word for reporting relief complete is "Your AK 57 received."

Issued at 8.30 p.m.

(Signed) Capt. & Adjt.,
10th Battalion Royal Fusiliers.

NARRATIVE (Continued) "N."

You have written your orders for the taking over of the trenches, and you have seen all your Officers and non-commissioned officers together, and you have gone through all the important points in connection with the line you are taking over, and also other points of importance connected with Trench Warfare. Your men, thanks to your system, which provides a copy of your Battalion Trench Orders for every man on joining the Battalion, have been taken through each order by their Platoon Commanders during the time you and your Officers were inspecting the trenches, and with the

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additional words of advice you gave to them this morning you feel confident that the Battalion will acquit itself well. At any rate, you feel that you have done all that is humanly possible for any Commanding Officer to do, and so your Battalion proceeds to the trenches, you easy in mind, and your men in good heart.

You arrive at Colonel WHITE'S Headquarters at 8 p.m., and you are told by him that relief is going on well. The Specialists have already left the line, and the Right Company Commander has just reported his Company relieved all correct.

PROBLEM "N."

What action do you take on arrival?

Solution.

(i.) I report my arrival by telephone to Brigade Headquarters, irrespective of whether my Brigade has taken over from the outgoing Brigade or not, and I take this action so that in the event of any emergency both Brigadiers may know exactly where I am.

(ii.) I ask Colonel WHITE if anything of importance has occurred during the preceding 24 hours.

(iii.) I go through the Log Book with him, and also study the work map showing work in progress and work contemplated, etc., etc.

(iv.) I take over all maps of importance and all secret documents which refer to the Sector.

(v.) I ask for the Defence Scheme, and go through it with Colonel WHITE.

(vi.) By this time dinner is ready, and Colonel WHITE sits down with me and my staff to an excellent dinner.

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NARRATIVE (Continued) "O."

At 10 p.m. the relief is reported completed. Colonel WHITE wishes you the best of luck, says "Good-night," and departs. You have the following with you at your Headquarters:—Your Second-in-Command, Adjutant, Grenadier, Signalling and Intelligence Officers, and the Intelligence Officer of the outgoing unit, and the Artillery Officer in liaison.

PROBLEM "O."

What orders or instructions do you issue both for the night of the 11/12th and for the following day?

Solution.

(i.) I ascertain from the Royal Artillery Officer whether everything is in order, so far as concerns the liaison with the Batteries and Battalion Headquarters.

(ii.) I send (or do not send) my Second-in-Command up to the front line to see both Company Commanders, and to find out whether they are all right.

N.B.—I do not go round myself, because no good purpose is to be served by doing so, and it is more important for me to be present at Battalion Headquarters on the **first night,** so that should an attack take place I am in a position to control matters.

(iii.) I arrange to visit the front line at "Stand to" the following morning, and I give orders that the Company and Platoon Commanders shall meet me on the right flanks of their units at 7.0 a.m. and wait for me until I arrive. The men are not to "Stand down" until I have given the order myself.

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(iv.) I give orders for my Second-in-Command to visit the support Company at the same hour, and he visits the Headquarters Units (Pioneers, Signallers, Orderlies, Grenadiers, etc.).

(v.) I arrange with Brigade Headquarters for the Officer Commanding Field Company to meet me in my Headquarters at 11.0 a.m., and for my Second-in-Command, whom I have appointed as my Field Works Officer, to be present at the same hour and place to discuss the work on the line and the system whereby it is to be carried on expeditiously and well.

(vi.) I tell my Adjutant to arrange for the Company Commanders' Conference at Battalion Headquarters at 2.0 p.m., and for the Intelligence and Grenadier and Scouting Officer to be present at the same time.

(vii.) I ascertain from my Adjutant that he has a list of returns required, and how they are to be dispatched.

I then have a whisky and soda or a cup of coffee with some rum in it, say good-night, and turn in.

NARRATIVE (Continued) "P."

According to your orders, the whole Battalion is standing to at 6 a.m., and you arrive on the extreme right of the line at 7 a.m., just as it is light. According to your orders Captain P., Commanding the Right Company, and Lieutenant G., Commanding the Right Platoon of that Company, meet you, and you commence your tour of inspection.

PROBLEM "P."

(I) State whom you take with you on this inspection.

(II) State what points you will give especial attention to on this, your first inspection of the front line.

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Solution.

(a) I take both the Intelligence Officers and one of my personal Orderlies.

(b) (i.) I make this inspection primarily with the object of seeing how the line is held, so that I may alter the dispositions if I consider it necessary. For this reason I ordered the whole front line to "Stand to" until the order comes from me to "Stand down."

(ii.) I make a careful inspection of the wire on my front with a view to giving my Company Commanders a good sound system of getting to work on the wire. This work should be continued until it reaches a minimum depth of 10 yards from end to end. After that a second line of similar thickness and depth is commenced.

(iii.) I am shown by the outgoing Intelligence Officer all the tactical points in the line, e.g., forward saps, mine shafts, craters, salients, etc.

(iv.) I ask one or two men if they know where their reserve ammunition and bombs are, and other such points as position of Company Headquarters, Latrines, etc.

(v.) I take with me the Captain of the Right Company along the front of the Left Company, and then together we go to the dug-out of the Officer Commanding Left Company, and there decide on any alterations in the dispositions of the men in the whole line.

N.B.—During my visit to the line I make a special point of saying "Good morning" to the non-commissioned officers

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and men, and I stop every now and then and have a chat with them. This is where my fund of good stories comes in. Contrast my action with that of Colonel BLUEFACE, who goes round the line with a very blue face, without a word to the men from end to end, except possibly to speak in rough terms to some unfortunate man, in the trenches for the first time, who does not get out of his way quick enough.

NARRATIVE (Continued) "Q."

You finish your inspection of the front line at about 8 a.m., and you give certain verbal instructions to the two Captains in Captain A.'s dug-out. (*N.B.*—You had previously told Captain P. to accompany you to see Captain A.'s line.)

You gladly accept Captain A.'s invitation to have breakfast with him, taking care to see that your Orderly gets his breakfast too. At 10 a.m. you return to Battalion Headquarters, taking full stock of the tactical features of that part of the sector you pass through on your way back. At your Battalion Headquarters you find your Adjutant, all the remaining Officers having, according to your orders, gone to the line or elsewhere to make themselves acquainted with the situation.

PROBLEM "Q."

What do you do?

Solution.

(i.) I tell my Adjutant to have all correspondence ready for me at 12 noon, and I then wash and shave.

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(ii.) At 11 a.m. I meet the Sapper Officer with my Second-in-Command, and we discuss very fully the work in hand and work contemplated, Colonel WHITE'S Intelligence Officer being present. The Sapper states his requirements, and the Adjutant has the list of parties ready for the Company Commanders' Conference at 2 p.m.

NARRATIVE (Continued) "R."

After washing and shaving, your Adjutant shows you a mass of correspondence which has just come in from the Brigade Office. One document states that, "It has been decided to issue mincing machines to Battalions, for the benefit of those men whose molars cannot cope with the ration biscuit," and the Staff Captain wants the number of mincing machines required by each Battalion by 10 a.m. the following morning. Another document forwards some comments by the General Officer Commanding-in-Chief, Central District, on the unsoldierly appearance in the streets of Birmingham and other places in that district of both Officers and Privates of the British Expeditionary Force when on leave from France, and the General Officer Commanding-in-Chief particularly draws attention to the colour of the socks worn by some of the Officers when wearing trousers. The minute of the Staff Captain forwarding this to you states that the Brigadier wants you to bring these points to the notice of all concerned in your Battalion.

PROBLEM "R."

1. What action do you take with reference to both these two communications?

2. What action do you take with regard to your correspondence generally when in the trenches?

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Solution.

(i.) I do not bother my Company Commanders with either. The former I answer at once by giving a round number, say 6, and the latter I mark B.C., which means Billet Conference, which I hold the day after coming out of trenches.

(ii.) My general policy with regard to correspondence is not to harass my Officers and Warrant Officers, when they are fighting the enemy, with a single piece of paper more than is absolutely necessary. I know and appreciate to the full what it means, both for myself and my Adjutant to receive a mass of paper from the Brigade, and how I should appreciate it if the Brigade retained certain matters not of immediate importance until my relief from the trenches; I therefore mark all such papers B.C., and tell my Adjutant to bring them to my notice in billets.

(iii.) With regard to other correspondence, which requires immediate action, I mark T.C. (Trench Conference), and bring it up then.

NARRATIVE (Continued) "S."

The hour is now 2 p.m.; all the Officers have returned, and you have had lunch. You particularly looked after the Sapper Officer and Colonel WHITE'S Intelligence Officer, who are your guests. Your four Company Commanders have arrived, and your Conference commences.

PROBLEM "S."

How do you conduct this Conference, and what purposes can it, if properly conducted, serve?

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Solution.

(i.) I have my four Company Commanders, Second-in-Command, Adjutant, Scouting and Intelligence Officer present.

(ii.) I expect my Adjutant to have prepared a list of those points I wish to bring up; also to have the daily report ready for me to fill in.

(iii.) I first of all discuss the preceding 24 hours and fill in the report required by the Brigade from information received verbally from the Company Commanders.

(iv.) I then discuss the action proposed for the following 24 hours, e.g., "Straafing," Trench Mortaring, Patrolling, etc.

(v.) I ask the Royal Engineer Officer who has remained for the Conference to explain, in general terms, the work in progress on the line and the number of men he requires daily (day and night) to carry it on.

(vi.) I invite my Officers to raise any questions they wish to bring forward.

(vii.) I make reference to any point I wish to, e.g.,

(i.) The disposition of the units holding the line.

(ii.) Matters I have noticed during my visit to the trenches.

(iii.) General topics, such as telling the Company Commanders to tell their men how pleased I was with the expeditious manner in which the relief was carried out.

N.B.—The advantages of such a system are obvious :—

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(a) The amount of paper and correspondence saved is beyond belief.

(b) The power of the tongue over the pen is brought out in full relief.

(c) The pleasure of getting all the Company Commanders together, of having a chat with them, and of asking one or two to lunch every day.

NARRATIVE (Continued) "T."

At 3 p.m. your Conference is over, and you are satisfied that you have made a real good start with the defence of your sector generally, and that all your Officers have a very good idea what is expected of them and their Companies in certain emergencies.

PROBLEM "T."

State how you think your orders and directions given at the Conference will reach the men?

Solution.

The system of having a Commanding Officers' Conference at Battalion Headquarters is further applied to the Companies. The Company Commanders in their turn return to their Companies, and have their Platoon Commanders' and Platoon Sergeants' Conference, at which all my orders and directions are interpreted to them, with orders to pass them on to the men. If there is any point of great importance, I issue it at the Conference in the form of an order or direction in writing and emphasise it verbally; for the rest, I leave it to the Company Commanders, who have heard my wishes from my very lips.

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NARRATIVE (Continued) "U."

As your Officers leave you, you say to the Adjutant—who has been trained and brought up by your predecessor as a clerk and not as a fighting Adjutant, and who consequently is hardly ever to be seen in the line—"I want you to go up now and have a look at the men, and see if there is anything you think might be done for them." And your Adjutant says, "I am afraid I cannot go up now." And you say, "Why not?" He replies, "Well, there is a lot of correspondence to be dealt with, and I may be rung up by the Brigade Major or the Staff Captain, etc., etc."

PROBLEM "U."

What do you say to this?

Solution.

You say to him, "Give me any very important papers, and tell Lieutenant K. (who is the young Officer understudying your Adjutant) to answer for you, and go round as I wish."

NARRATIVE (Continued) "V."

It is now 7.30 p.m., and the time for the rations to be arriving, etc.

PROBLEM "V."

(i.) Who are you expecting to come with the Transport?

(ii.) What do you propose to do to-night?

Solution.

(i.) The Transport Officer or the Quartermaster, and the four Company Quartermaster-Sergeants.

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(ii.) (a) I see and personally thank the Officers left behind by Colonel WHITE, who have by your order reported at Battalion Headquarters on their way out of the trenches.

(b) I spend the rest of the evening in going through and mastering the details of the Defence Scheme.

N.B.—My Second-in-Command is with the Royal Engineer Working Parties, seeing that all is in order and cheering up the men.

NARRATIVE (Continued) "W."

You have seen your Quartermaster or your Transport Officer, and your Second-in-Command has just returned from seeing the working parties at certain points on the sector. Many minor and one or two major irregularities come under his notice. These irregularities affect different Companies. The time is 11 p.m.

PROBLEM "W."

What action do you take to put a stop to these irregularities and when do you take it?

Solution.

Unless there is any matter of very great importance which requires immediate action, I tell my Second-in-Command to have the points in sequence for the Conference the next day, which will be at 12 noon in future daily.

NARRATIVE (Continued) "X."

The hour is 6 a.m. on the 13th instant, and you, in accordance with your plan, are inspecting the Support

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and Reserve Companies. Here again you notice more irregularities, some whilst you are with the Captain of the Companies concerned, and others after you have left him.

PROBLEM "X."

What action do you take to get these irregularities remedied and when do you take it?

Solution.

Those which come to my notice whilst I am with the Company Commanders I remedy on the spot, and the otners I mark down for the Conference.

NARRATIVE (Continued) "Y."

You return to your Battalion Headquarters, wash and shave, deal with the correspondence, and prepare for the Conference which to-day and on all other days is at 12 noon. Your Adjutant, mildly protesting, is going round the line, and Lieutenant K., a young promising Officer belonging to "A" Company, is answering for him and learning the duties. At 12 noon the Conference begins, and at 1 p.m. it ends.

PROBLEM "Y."

Whom do you invite to lunch with you, and what do you suggest would be a profitable method of spending the afternoon?

Solution.

(i.) One of my Company Commanders and a Subaltern Officer from the Reserve Company.

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(ii.) To visit the line at 3 p.m., approaching by a communication trench leading up to the centre of the sector, and having a good look at the tactical features again on the way. I should have tea with the Officer Commanding Support Company, and then arrive in the line just before the "Stand to." I should then turn left or right, as the case might be, and see one of the Companies at "Stand to," passing down the line slowly, and having a word with the men on my way. I should probably return to Battalion Headquarters in time for dinner at 7.30 p.m.

NARRATIVE (Continued) "Z."

You know you are to remain in the line for one week.

PROBLEM "Z."

You have already told us how you would spend the first two days, i.e., 12th and 13th. Now write down your programme for the remaining four days, i.e., 14th, 15th, 16th, and 17th, bearing in mind that you come out on the 17th.

Solution.

My general policy is, on going into a new line, to master the situation as quickly as possible; from experience I know that this can only be done by working on a system, and my system is as follows :—

(i.) First of all to get a rough idea of (a) the Enemy's trenches; (b) NO MAN'S LAND; (c) my front line; (d) the area near my front line.

(ii.) Then to take each part of the Sector separately and to study it in detail. For instance,

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I devote two days to getting a rough general idea of the sector. Then I devote, say, one morning in daylight to doing one half of the front line only and noting the wire on that particular part of front, taking on my way, up and down, a different Communication Trench and noting its general state, defects, etc. Then I devote another morning to the other half. Then I take the support and Reserve lines in turn, and, having mastered these lines and the intervening ground and its tactical features, I go into further detailed inspection of such things as :—

(a) Machine and Lewis Guns.
(b) Grenadiers and their Grenade Stores.
(c) Communications.
(d) Trench Mortars.
(e) Ammunition question.
(f) Artillery.
(g) Cooking arrangements.
(h) Water supply.
(i) Dumps.
(j) Intelligence work generally, including Snipers, Scouts, and Patrols.
(k) Gas Measures.
(l) Accommodation of garrison, etc.

And I emphasise this fact, viz., that I select as my guide the Officer concerned with each of these matters, but only when I am sure that he has grasped the situation himself.

(iii.) At each Conference I bring out all points I have noticed in my inspection of each portion of the

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Sector, and I am able by these means gradually to master the line and to impress on my Officers my system of doing things, and of the necessity of Company and Platoon Commanders working exactly on the same methodical lines.

(iv.) Whilst I am doing this I am getting a very clear idea of the Defence Scheme, adding to or suggesting any necessary alteration.

When I have mastered the line, and all details connected with it, I ask the Brigadier to accompany me round, and, with a clear plan in my head, I point out to him what I consider to be the weak points in it, and I ask his advice on the same.

My programme for the following four days would therefore be :—

THIRD DAY.—In the morning the wire in front of and No. 1 Sub-sector, front line fire-trench only. In the afternoon No. 1 Sub-sector Support line.

FOURTH DAY.—In the morning the same as the THIRD DAY. In the afternoon same as for THIRD DAY.—In No. 2 Sub-sector.

FIFTH DAY.—In the morning whole of Close-support line. In the afternoon Artillery O.P.'s and Reserve line.

SIXTH DAY.—In the morning work done in the front line system. In the afternoon work done in the rear system.

N.B.—During my inspection of the various parts of the sector I ascertain the position of machine guns and trench mortar emplacements, etc., and I take careful stock of the same, and of the teams and guns occupying them.

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It will be seen that at the end of the SIXTH DAY, when **Colonel White** and his advanced party arrive, they are given a very clear idea of the situation and of the progress made in the work. **The result is that an " Entente " springs up between the two Battalions, and the duty of handing over the line is very much simplified.**

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PART III.

An Exercise on the Duties of a Commanding Officer about to Come Out of the Trenches.

NARRATIVE.

You are Lieut.-Colonel X., commanding the 11th Battalion the Buffs, occupying a sector of the line. Your Battalion has recently been heavily engaged. Your Battalion marched straight from the HAPPY VALLEY and took over the line of trenches you are holding to-day on the 18th November. On the 22nd instant you receive orders that you are to be relieved on the night of the 26/27th, and that you will go back for a week to the Reserve Battalion Billets at CRECY, where you are to rest, refit, and train your Battalion. CRECY is four miles behind the line.

PROBLEM.

What action do you take on receipt of the orders referred to above, so far as concerns the Training, Resting, and Refitting of your men, and when do you take it?

NOTES TO AID YOU IN YOUR SOLUTION.

1. Your Battalion is to return to the trenches on the night of the 3/4th December.

2. With regard to the training part of the solution, you are only required to state what orders you would give for the 27th instant, i.e., the day after you come out of the trenches.

3. Your solution should take the following form :—

" I should give the following orders to the following Officers :—

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(i.) My Second-in-Command.
(ii.) My Adjutant.
(iii.) My Quartermaster.
(iv.) My Transport Officer.
(v.) My Medical Officer.
(vi.) My Padre.
(vii.) My Regimental Sergeant-Major."

This Exercise was drawn up with the intention of assisting Commanding Officers to make proper and suitable arrangements for the training and comfort of their Officers, non-commissioned officers and men when they come out of the trenches, either for a short rest period of a week or less, or when they come right out of the line to train.

The point which it has been desired to emphasise is the necessity for the Commanding Officer to *prepare his plan immediately he receives definite orders* that the Battalion is coming out of the line, instead of waiting until the Battalion arrives in the rest area before taking action.

SOLUTION.

I send for my Second-in-Command, Transport Officer, Quartermaster, Padre and Adjutant on the evening of Wednesday, 22nd, when I issue certain instruction (*vide* paper "A"). These I issue personally the first time, because, in the Battalion I am commanding, there has been no proper system, and my Officers do not know my views on what can and should be done when a Battalion receives orders to go into Rest Billets. On all subsequent occasions I expect my instructions to be carried out. Therefore I have Paper "B" typed, and copies issued to all Officers for reference on future occasions.

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PAPER "A" (Verbal Instructions).

The Second-In-Command.

(a) You will proceed to CRECY at 6 p.m., Friday, the 24th, to arrange for the arrival and stay of the Battalion in that town on the night of the 26/27th for a period of one week.

(b) You will see the Staff Captain of the Brigade, and arrange that two companies bathe in the morning and two Companies in the afternoon of the 27th.

(c) You will at the same time arrange that the whole Battalion is paid during the day.

(d) You will also arrange for the whole Battalion to attend a concert, given by the Divisional Concert Troupe, on one evening during the week.

(e) You will also find out whether there is any other Divisional Troupe near at hand, the Officer in charge of which would, as a change, be prepared to come over and give a concert to the Battalion, and if there is, arrange a day.

(f) You will also arrange with the Officer-in-charge of the Divisional Band to play once or twice during the week at suitable hours. (N.B.—Ask the Regimental Sergeant-Major beforehand what is the most suitable hour of the day for this performance.) At the same time arrange for the Band to stay on and play for the Officers at dinner, and see that the Band receive supper or refreshments at the end of their performance.

(g) You will find out whether there is any town or place of interest near the billets, and if beyond walking distance arrange with the Division for lorries to take parties of non-commissioned officers and men in on certain days during the week.

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(h) You will also ask the Brigade to find out from the Division what can be done with regard to giving leave to deserving Officers to such places as Paris, and to a percentage of all ranks to visit Amiens, St. Omer, etc.

(i) You will also arrange for a Battalion concert, and, if the Companies are scattered, for the Battalion Concert Troupe to visit each Company in turn.

(j) You will go into the beer question. If there is none in the estaminets, arrange to send to the nearest town for it, and have it ready for the men on arrival. Ask the Brigade, if necessary, to place lorries at your disposal for this purpose.

(k) You will find out about the Musketry conveniences, e.g., Ranges, where they are and how they can be obtained. Targets, etc. I want Ranges every afternoon.

(l) You will find out what conveniences there are for the men to buy food, cigarettes, writing material, etc. If there is a Divisional or Brigade Canteen, go to it and see that they have, or will have, plenty of everything in by the time the Battalion arrives in billets. If there is not, select a room, and in conjunction with the Padre turn it into a Regimental Canteen and stock it with everything the men require.

(m) You will be ready to give me a detailed account of the facilities in the way of ground, etc., which exist for training purposes.

(n) You will tell the Mess Sergeant from the Mess President to have a meal in a room ready for everyone on our arrival in billets on Sunday night.

The Adjutant.

Prepare the usual programme for the Battalion resting for one week behind the line.

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The Quartermaster.

(a) You will arrange with Major X., my Second-in-Command, that Officers and men are comfortably billeted. I insist on my Officers being billeted in comfort and in a manner becoming their rank and position.

(b) If it can be possibly arranged, I want one Mess Room, where all my Officers can mess together. If not all the Companies, then as many as possible.

(c) You will see that you have a sufficient store of clothing, etc., in your stores to meet requirements. The men are very badly off. If there is any difficulty, go to the Division and interview the D.A.D.O.S.

(d) You will arrange that there is plenty of fresh straw ready by Sunday morning; keep it dry, and ask the outgoing unit to clear out their old straw and put down our fresh, and tell them we will do the same for them 14 days hence.

(e) You will arrange for the men to have hot tea, OXO, and, if a wet night, RUM at all costs. If any trouble, go to the Division.

(f) The Companies complained of a shortage of candles in their billets last time. See that there is plenty of light, especially the first night coming into new billets.

(g) I have given detailed instruction to Major X. You will be able to assist him in many points. Work together, especially with regard to the beer question. Should it be necessary to do so, I do not mind how far you send for it so long as you get it.

(h) I am very anxious that the Battalion shall reap full benefit both from the rest, comfort and training point of view, so please do your utmost in conjunction with Major X., Lieutenant T.,

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and the Padre to see that everything that can be done is done.

(i) I particularly wish the Sergeants of the Battalion to have a room set aside as a Canteen and Reading Room. If this is not possible for the whole of them, then arrange that each Company has its own room for Sergeants and full Corporals to mess in, etc.

(j) See that Battalion notice boards are put up on various institutes, shops, etc.

The Transport Officer.

(a) I want you to let your men know that I shall inspect them on the 29th (afternoon), and that I will give small prizes for the Competitions which I wish you to arrange and hold in conjunction with this inspection. See the Officer Commanding Train, and ask him if it will be convenient for him to attend and to assist me in the Inspection and Competition on that date. If it is not, arrange with him the date, place and hour when he can be present. I prefer the afternoon, and any day, except Tuesday, the 28th.

(b) Let me know by Friday morning, the 24th, what facilities for training there are in or near the billets, with special reference to ground both for manœuvre and parade movements, its extent and proximity; ranges, position and accommodation of; Bayonet Courses, Trenches.

The Sports Committee.

I want you to arrange a good series of games and competitions for the men whilst in billets. I suggest the following:—Football, Bayonet, Bombing and Rifle Competitions—all on the knock-out system.

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The Padre.

(a) I want you to assist Major X. actively in arranging Battalion Concerts, and also Lieutenant T. in the Battalion Sports and Games Competitions; also, if there are no Divisional and Brigade Canteens, I wish you, in consultation with Major X. and Lieutenant Q., to start a Regimental Canteen, and to arrange a room for the men, where they can obtain papers to read and material for writing purposes.

(b) I wish you to identify yourself with the lives of my men in every way.

The Medical Officer.

(a) On arrival go very carefully into the sanitary state of the billets. Let me have your suggestions *re* improving them from your point of view.

(b) Arrange with your sanitary men for their duties to be told off daily. Pay particular attention to the water supply, and let me have a full report on the whole sanitary situation by Orderly-room hour on the day of our arrival.

(c) Report to me *re* the condition of the men after the march.

(d) Visit the men during the bathing hours, so that you can have an opportunity of seeing them stripped and questioning them and examining them regarding their condition.

(e) Let me know daily the general state of health of the Battalion, and draw my attention to any improvements you consider necessary for ensuring the welfare of the men.

The Regimental Sergeant-Major.

(a) You will proceed with the Second-in-Command to CRECY on Friday, the 24th, at 6 p.m., and assist him in any way you can. He will tell

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you what he wishes you to do. In addition, you will find out from the outgoing Sergeant-Major or, if he has left, from some Warrant Officer or non-commissioned officer of the Battalion we are relieving, the best place for a Canteen for the men, a Sergeants' Mess for the Sergeants, and a Drill-field for young non-commissioned officers. You will tell the Second-in-Command all you have found out, so that he can fit in with his arrangements.

(b) You will look out for a good place for the Guard-room (Headquarters) and the Provost Staff; also some central place for parade, where working parties, etc., can assemble. Look out for a billet for Orderlies near the Orderly-room, and arrange with the Second-in-Command for a place for kits, etc., to be stacked when off-loaded. Meet the Adjutant on arrival (i.e., if you go on ahead) and have all details ready to tell him regarding the village, the duties to be found, and the position of Signallers, Orderlies, etc.

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PAPER "B" (Typed Instructions).

The detailed arrangements mentioned in the Table below will be made by those Officers referred to in Column 2, as soon as orders are received that the Battalion is to come out of the line and will proceed to billets.

Nature of Arrangement.	By whom made	Remarks and Points to be attended to.
(1) **BATHS** — Always 1st day—	2nd in Command or Qr.-Mr.	(a) Accommodation per hour (b) Plenty of clean things in stock, for which apply to Staff Captain or D.A.A. & Q.M.G.
(2) **PAY** — Always 1st day—	2nd in Command. T.O.	Amounts from Company's C.Q.M.S. N.B.—Fd. Cashier only pays money certain days.
(3) **PROGRAMME OF TRAINING**—	Adjutant.	See programme of training for one week in billets.
(4) **CONCERTS**— (a) Divisional Troupe. (b) Div sional Band. (c) Battalion Band. (d) Any other Divisional Troupe.	2nd in Command. Padre. T.O.	(a) Apply to Officer i/c Divisional Band to play at Officers' Mess. When billets scattered. (b) Battalion Band evenly distributed.
(5) **PLACES OF INTEREST**— to be visited by Officers, N.C.O.'s and men.	2nd in Command, or T.O.	Lorries from Staff-Capt. or D.A.Q.M.G.
(6) **LEAVE**— Officers, N.C.O.'s and Men to Paris, Amiens, St. Omer, etc.	2nd in Command.	Lorries.
(7) **BEER**—	2nd in Command. T.O., or Qr.-Mr.	Estaminets. Li rber or lorry to fetch.

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Nature of Arrangement.	By whom made.	Remarks and Points to be attended to.
(8) **CANTEEN — RECREATION ROOM— N.C.O.'s ROOM—**	2nd in Command. Padre. Qr.-Mr. R. Sergt.-Major.	(a) Divisional Canteen. (b) Brigade Canteen. Plenty of stock, food, cigarettes, writing materials; suppers, potato chips. N C O.'s Mess—If possible, special estaminet for N.C.O.'s.
(9) **OFFICERS' COMFORT—**	2nd in Command. Qr.-Mr. Padre.	(a) A meal on arrival. (b) A Mess as a Battalion if possible, or, failing this, 2 or 3 Companies together. (c) Good billets. (d) Beds for all, and Pioneers to help.
(10) **TRAINING FACILITIES—**	2nd in Command. T.O. R.S M. to help.	(a) Ground for drill and manœuvre. (b) Bombing trenches. (c) Ranges, targets etc. (d) Bayonet Course. (e) Map of area from Bde.
(11) **CLOTHING AND BOOTS—**	Quarter-Master.	(a) Have a good stock ready, and get rough estimate from Companies coming out. (b) Visit your friend D.A.D.O.S. (c) Surplus always with bootmakers.
(12) **BILLETS— CANDLES AND STRAW—**	Quarter-Master.	Arrange straw with outgoing Bde. Pioneers mark and improve billets Material from R.E. Drying room.
(13) **RUM — OXO — TEA—** On arrival out of trenches.	2nd in Command. Qr.-Mr.	(a) Make sure of the Rum. The men appreciate this more than anything else. (b) Regimental funds can help here.
(14) **INSPECTION OF TRANSPORT & 1st LINE DETAILS—**	Your instructions to the T.O.	(a) Will be carried out 1st afternoon, and will take the form of Competition with prizes, etc.

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Nature of Arrangements.	By whom made.	Remarks and Points to be attended to.
		(b) Ask O.C. Train to judge himself, or detail an Officer to do so from the Train.
		(c) Long rest; organise horse and transport show.
(15) **GAMES — COMPETITIONS**— During Rest.	Sports Committee. 2nd in Command.	(a) Six-a-side Football. (b) Bombing Competition. (c) Rifle Competition. N.B.—All on the 'knock-out" system.
(16) **SANITATION**—	M.O.	(a) Look into state of Billets, Incinerators, Latrines, Refuse Pits and Men's Rest. (b) Inspection of condition at Baths. (c) Health in Tenements. (d) Private Baths. (e) Barber's Shop. (f) Chiropody.
(17) **GUARD ROOM— ASSEMBLY GROUND** working parties. **BILLETS FOR H.Q.** details. **DUTIES** in Village.	R.S.M.	The R.S.M. generally helps 2nd in Command.

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CHAPTER XI.

O.B./1919/T.

"THE NORMAL FORMATION FOR THE ATTACK."

ISSUED BY THE GENERAL STAFF.

I.—General Principles of the Formation.

In the special circumstances of present warfare it has become necessary to modify the provisions of Section 114, Chapter IX.—"Infantry Training"—in so far as the attack is concerned, and to lay down a normal formation for the attack.

The normal formation described below is one which has frequently been employed with success in recent fighting; it is simple and adaptable to the varying conditions of trench-to-trench attack. It should also prove suitable in most instances of open warfare.

So far as the Platoon is concerned, the formation described should be applicable to most circumstances, and it should seldom be necessary to depart therefrom, while as regards the Battalion it aims at elasticity.

In accordance with G.H.Q. letter O.B./1919 of 7th February, 1917, and "Instructions for the Training of Divisions for Offensive Action," page 17, paragraph 5, the *Platoon* is to be regarded as the unit, and the frontage of an Infantry Battalion in the trench-to-trench attack may range from 200 yards against a highly organised position, to 600 yards or more against one less highly consolidated.

II.—Application of Weapons.

The weapons now under the hand of a Platoon Commander should be arranged according to their various peculiarities. That is to say, the rifle and bayonet and bomb, being the most effective offensive weapons, should be placed as far forward as possible, closely supported by the rifle grenade, which may be regarded as the

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" howitzer " of the Platoon, and the Lewis Gun, which is the weapon of opportunity.

Each platoon will, therefore, normally be disposed in two lines, bombers and riflemen in the front line, rifle grenadiers, and the Lewis Gun* in the second line. These two lines will constitute one Wave irrespective of " Moppers up." (*See* Plate " A.")

Further, it has been found convenient as a general rule for the Company to be formed on a two-platoon frontage.

The Platoon, therefore, should normally be formed in two lines, constituting one Wave, and the Company in two Waves. (*See* Plate " B.")

In this connection it cannot be too often insisted on, firstly, that in the assault every man is a bayonet man, excepting No. 1 and No. 2 of the Lewis Gun; secondly, that every man is a bomber; and thirdly, that every man in rifle sections is also trained to be either a Lewis gunner or a rifle grenadier, with a view to replacing casualties in men armed with those weapons.

III.—Intervals and Distances.

As regards extensions between men, these should usually be from 4 to 5 yards.

The distance between lines should be from 15 to 25 yards, and that between waves from 50 to 100 yards; to avoid the rear waves being caught in the enemy's barrage, these intervals may be reduced to meet the requirements of the moment. Rear waves should move in Artillery formation of sections.

IV.—Moppers Up.

" Moppers up " should follow the second line of a wave. (*See* Plates " A," " B," " C," " D " and " E.") It is considered preferable to find them, *when possible*, from the platoons and companies whose objectives they are to clear up. If, however, the

*This in no way contravenes the provisions of paragraph 7 (f) of G.H.Q. letter O.B./1919 dated 7th February, 1917, or paragraph 29 in "Notes on the Tactical Employment of Machine Guns and Lewis Guns," dated March, 1916.

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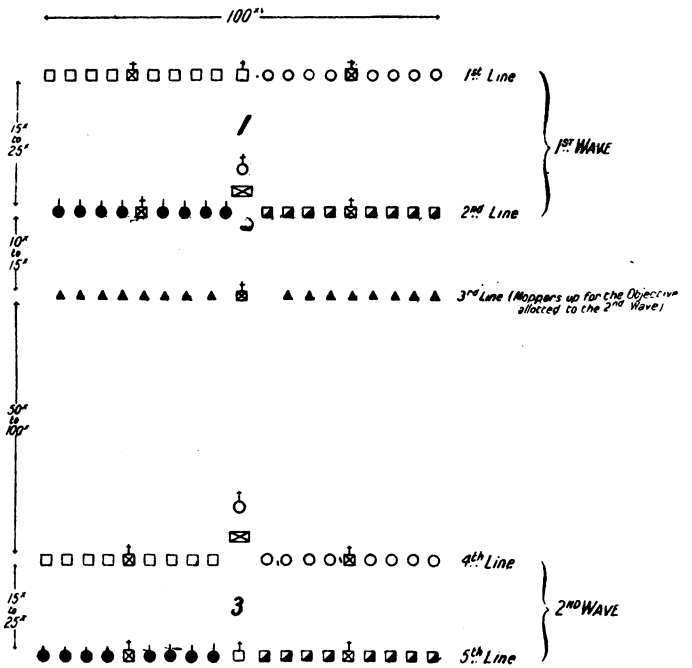
PLATE "A."

THE PLATOON

Taking an average strength of 36 and H.Q. 4.

(Showing 2 Platoons in 2 Waves, with the right the outer flank)



NOTES.

Two platoons are depicted showing the different positions of leaders in first and second waves.

The Platoon is the unit in the assault, moves in One Wave of two lines and has one definite objective.

Every man is a rifleman and a bomber, and in the assault, with the exception of the No. 1 and No. 2 of Lewis Gun, fixes his bayonet. Men in rifle sections must be trained either to the Lewis Gun or Rifle Grenade.

Bombing and Lewis Gun Sections are on the outer flank of Platoons.

In assembly the distance between lines and waves may conveniently be reduced to lessen the danger of rear waves being caught in enemy barrage, the distance being increased when the advance takes place.

"Moppers up" follow the second line of a wave and precede the unit for which they are to mop up. See plates "C" and "D." If the numbers are large they must be found from a different Company or Battalion. Small numbers are preferably found from the unit for which they are to mop up. They must carry a distinctive badge and have their own Commander.

Key.

- Platoon Commander
- Platoon Sergeant
- Section Commander
- Rifleman
- Lewis Gunner
- Bomber
- Rifle Bomber
- Mopper Up
- Platoon H Q

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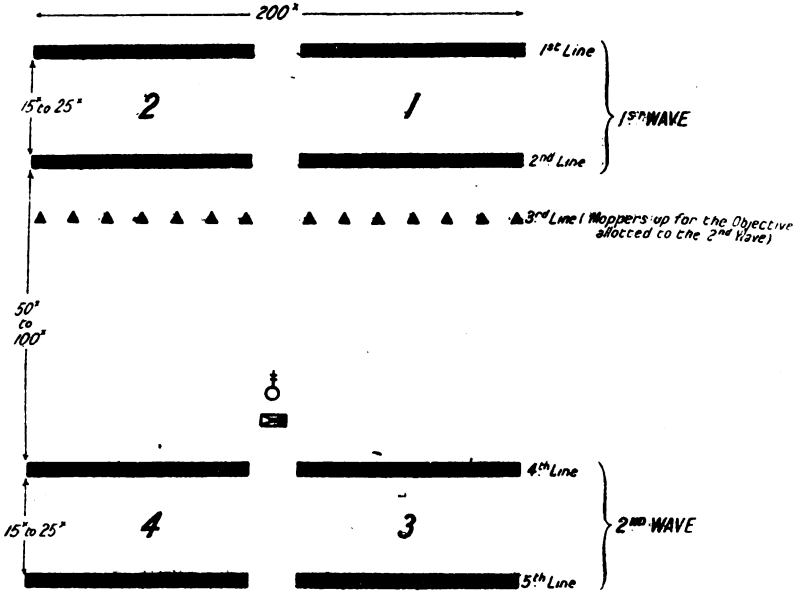
THE COMPANY

Taking 4 average strength Platoons of 36 O.R. and Coys. H.Q. 14.



KEY -

- Coy Commander
- Coy HQ
- Platoon (in 2 lines)
- Moppers up

NOTES.

The Company moves in two waves, has two objectives and is distributed in depth

" Moppers up " follow the second line of a wave and precede the unit for which they are to mop up See plates " C " and " D." If the numbers are large they must be found from a different Company or Battalion Small numbers are preferably found from the unit for which they are to mop up They must carry a distinctive badge and have their own Commander

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numbers required for clearing these objectives are so great as to deplete unduly the platoons or companies to which they are allotted, " Moppers up " must be found from another company or possibly another battalion. This will usually be the case in attacking a highly organised position at the commencement of an offensive.

V.—Allotment of Objectives.

Each wave must be allotted a definite objective, and each component part of each line should have a definite duty to perform according to the weapon with which it is armed. Thus, in the trench-to-trench attack, the Platoon being given one objective, the Company would have two objectives, the Battalion two or more. In this way it is possible to ensure that troops are distributed in depth on attaining their objective, and that the frontage of any Commander is not unduly extended.

VI.—The Assault.

The assault may be carried out either by :—

(i.) The leading wave going straight to the furthest objective, rear waves following it to nearer objectives in succession. (*See* Plate " C.")

Or by :—

(ii.) The leading wave being directed to a near objective, rear waves passing through it to those further away, *i.e.*, " leap frog." (*See* Plate " D.")

In cases where there are only two objectives, the first mentioned method is usually preferable. (*See* Plate " E.")

In cases, however, where there are more than two objectives, either method may be employed.

In deciding which method to adopt, a guiding factor is the distance between the various objectives.

If there is sufficient room for our Artillery barrage to halt on or short of the further objective, so as to

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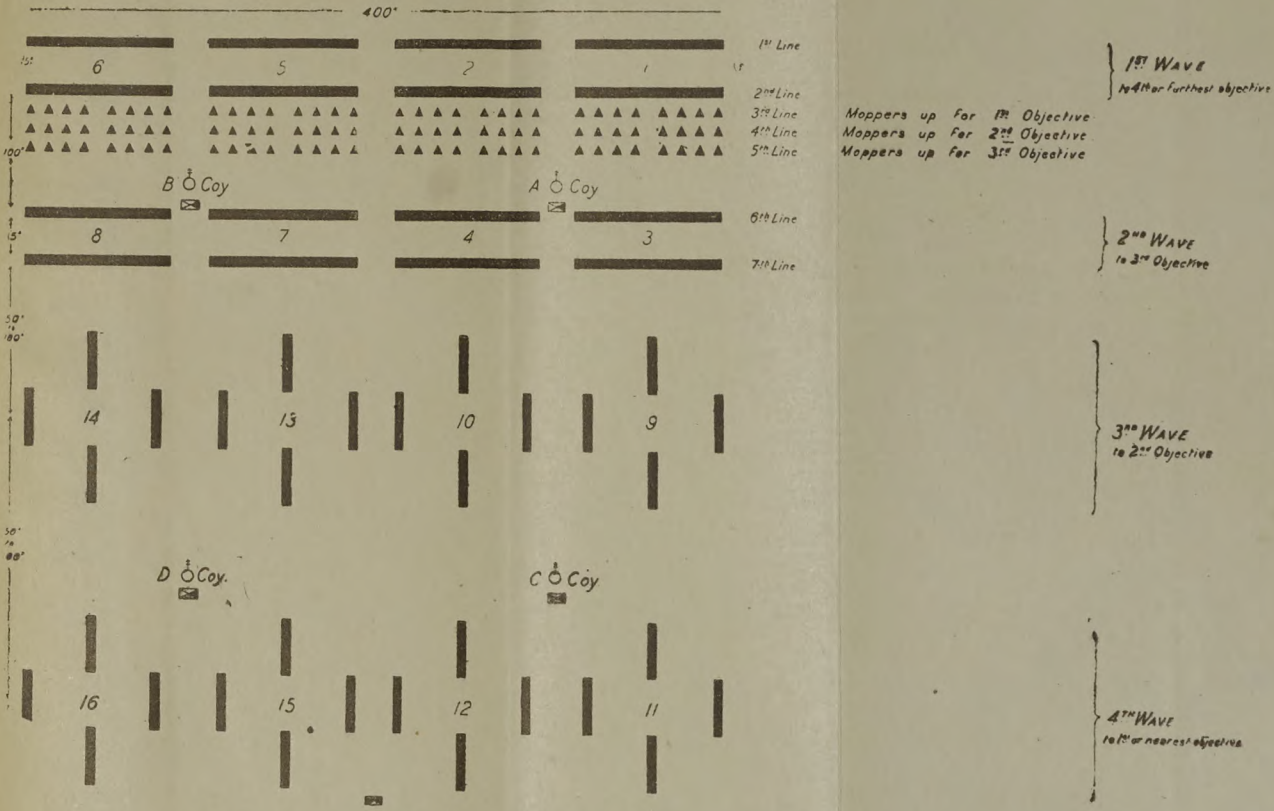
THE BATTALION

Taking 16 average Platoons of 36 O.R., 4 Coy H.Q. and Battalion H.Q. 70.

(4 Objectives 1st Wave to 4th Objective (the furthest)
2nd " 3rd "
3rd " 2nd "
4th " 1st "



NOTES.

The Battalion moves in four waves, each direct to its objective and is distributed in depth on attaining them.

"Moppers up" follow the second line of a wave and precede the unit for which they are to mop up. See plates "C" and "D." If the numbers are large they must be found from a different Company or Battalion. Small numbers are preferably found from the unit for which they are to mop up. They must carry a distinctive badge and have their own Commander.

In this instance the organisation of "Moppers up" is complicated.

It may be advisable to detail a Company from another unit as a Reserve to the Battalion.

This formation is capable of easy modification to deal with three objectives.

Battalion H.Q. does not move in a trench to trench attack until a report is received that the objective has been captured. See "Instructions for the training of Divisions for offensive action" XIII., para. 8.

Key:-

- Battalion H.Q.
- Coy Commander.
- Coy H.Q.
- Platoon
- Moppers up.

To face p. 198.

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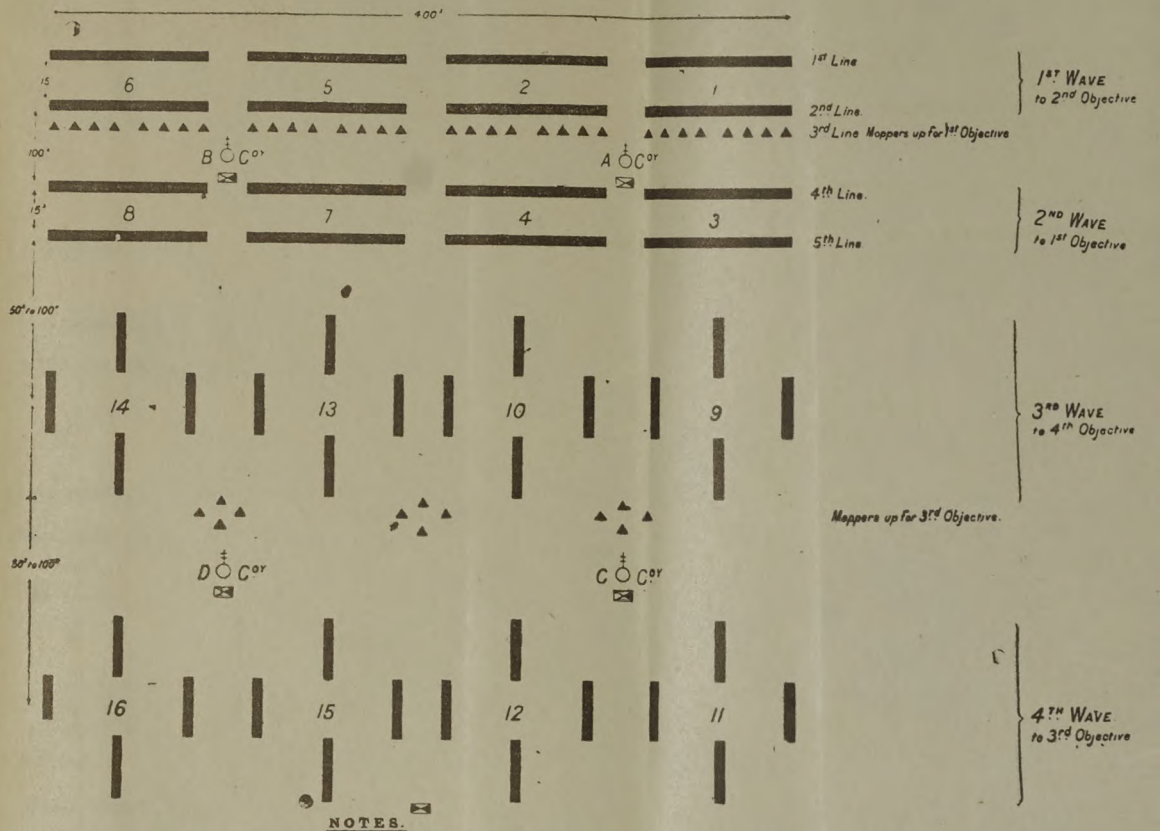
THE BATTALION

Taking 16 average Platoons of 36 O.R., 4 Coy. H.Q. and Battalion H.Q 70.

(4 Objectives, 1st Wave to 2nd Objective)
2nd " 1st "
3rd " 4th "
4th " 3rd "
i.e.—Leap Frog



NOTES.

The Battalion moves in four waves, the first two waves to the nearest objectives, and the last two waves passing through to two furthest objectives, and is distributed in depth on attaining them

"Moppers up" follow the second line of a wave and precede the unit for which they are to mop up. See plates "C" and "." If the numbers are large, they must be found from a different Company or Battalion. Small numbers are preferably ed from the unit for which they are to mop up They must carry a distinctive badge and have their own Commander

In this case the organisation of the 'Moppers up' is simple

It is not usually necessary to detail a reserve from another unit because the 1st and 2nd waves can reform after the 3rd and have passed through them

This formation is capable of easy modification to deal with three objectives

Battalion H.Q. does not move in a trench to trench attack until a report is received that the objective has been captured. "Instructions for the training of Divisions for offensive action." XIII, para 3

KEY:—

Battalion H.Q.
Coy Commander.
Coy H.Q.
Platoon.
Moppers up

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To face p. 198.

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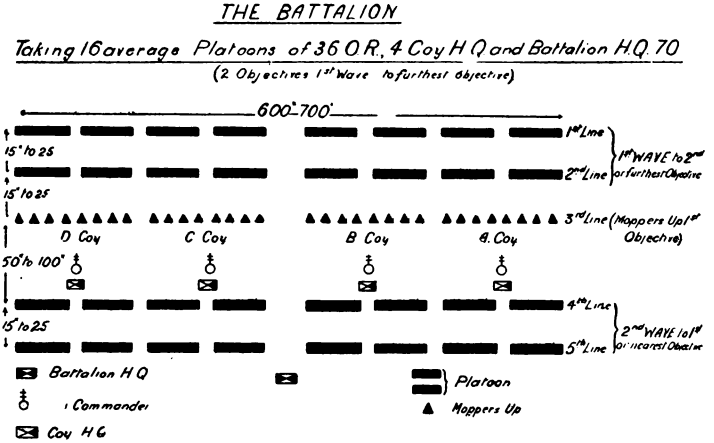
afford time for the rear waves to close up under it by passing through the leading waves, the second method above mentioned will be preferable. This method simplifies the organisation of "Moppers up." (*See* Plate "D.")

If there is not sufficient room for our Artillery barrage to halt, as above indicated, it will usually be necessary to adopt the first method mentioned above. (*See* Plate "C.")

PLATE "E."



It is not necessary to dilate upon the undesirability of the barrage crossing an objective before the waves told off for its capture have closed up under the barrage.

VII.—Plates and Notes.

Five Plates are attached with explanatory Notes, showing :—

(a) A Platoon in one wave of two lines.

(b) A Company in two waves of two lines each.

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(c) A Battalion with four objectives, the first wave being directed to the furthest.
(d) A Battalion with four objectives, the first wave being directed to a near objective, rear waves passing through, that is to say, "leap frog."
(e) The Battalion on a broader front, with two objectives, the first wave being directed on the furthest objective.

VIII.—Carriers.

Immediate requirements in grenades and ammunition are provided for in each Section of Platoons; over and above these they must be met by parties from other Platoons, Companies or Battalions, as best suits the case.

IX.—The principles outlined in this letter will be adopted throughout all Armies in France.

(Sd.) L. E. KIGGELL,
Lieutenant-General, C.G.S.

GENERAL HEADQUARTERS,
14th February, 1917.

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CHAPTER XII.

THE TRENCH TO TRENCH ATTACK.

The following notes on the Trench to Trench Attack are the experiences of a Battalion Commander who served with the 5th Army of the British Expeditionary Force in France.

They embrace most of the points that an Infantry Commanding Officer will have to consider before he carries out such an operation.

This paper was written before General Headquarters issued the "Instructions for the Training of Divisions for Offensive Action" and "Training of Platoons for Offensive Action." It should consequently be read in conjunction with those pamphlets. References in the margin refer to pages of S.S., 135, "Training of Divisions for Offensive Action."

The attack has been dealt with in three parts :—

Part I.—Preparation and Organisation Prior to Attack.

Part II.—The Attack and Capture of Trenches.

Part III.—The Holding of Captured Trenches after Attack.

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PART I.

PREPARATION AND ORGANISATION OF ATTACK.

This is essentially the sphere of the Battalion Commander.

(1) As soon as orders are received from Brigade, and have been digested by the Battalion Commander, he should call together his Company Commanders and explain the scheme in detail, allotting to each Company its definite task. Company Commanders should be made to take down in writing the points which concern them in particular. Great care must be taken that every detail is thoroughly understood, and full discussion should be encouraged. If the Battalion Commander does not know the ground intimately, he must, of course, study it prior to seeing his Company Commanders. Five minutes' view of the actual ground itself is worth five hours studying maps. Aeroplane photographs are of the greatest value, and should always be demanded prior to an attack.

(2) The Company Commanders will then repeat the above process with their Platoon Commanders, arranging exactly what parties are required for each task, and making absolutely certain that each man knows his part.

(3) The Battalion Commander should then see his Company Commanders again, and go through the whole scheme as elaborated in detail by the latter, making such alterations as he thinks fit.

N.B.—The practice, namely, that of the Battalion Commander making a résumé of his orders from Bri-

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gade in writing and sending this to his Company Commanders, is unsound. It has many disadvantages and no corresponding advantages :

(a) It causes delay. Every minute is needed by the Company Officers to make all the necessary preparations.

(b) It leads to confusion. It is a hundred times easier to explain by word of mouth than by written messages.

(c) It gives the Company Commanders no opportunity of discussing questions one with another.

(d) It makes the Battalion Commander a mere conduit pipe for the conveyance of orders. The Battalion Commander should satisfy himself personally that every preparation is being made, and should assist his Officers in every way. The tendency is to thrust the whole responsibility and work on to Company Officers.

Particular points to which attention should be paid :—

(i.) Disposition of Companies, Platoons and Reserves.

(ii.) Position of advanced Battalion Headquarters.

(iii.) Safety for assembling troops.

(iv.) Forward dumps and stores.

(v.) Carrying Platoons, and what each man is to carry.

(vi.) Equipment and dress of all ranks.

(vii.) Rôle to be played by snipers and company sharpshooters.

(viii.) Lewis Guns.

(ix.) Regimental Bombers.

(x.) Communications (both to front and rear and laterally), also with contact areoplane patrols.

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(xi.) Disposition and employment of Brigade Machine Guns, Trench Mortars, Royal Engineers, Pioneers, etc.

(xii.) Miscellaneous.

(i.) **Disposition of Companies, Platoons and Reserves.**

This will depend on the frontage and depth of objective and the number of troops at the disposal of the Battalion Commander. It will be assumed throughout that the objective is a single line of trench, save where it is stated to the contrary. As a general rule, the number of men required to take a trench is one man per yard of trench to be captured. This allows for two lines, with two yards' extension between each man. The Battalion Commander should always keep a reserve, which should be placed close at hand, and under cover if possible. p. 16

(ii.) **Position of Advanced Battalion Headquarters.**

Advanced Battalion Headquarters should be situated in or close to the trench from which the troops are assaulting. It must be made known to all ranks, and in particular to all orderlies, who must know intimately all the approaches to it.

(iii.) **Safety for Assembling Troops and Line to Assault from.**

This is often a very difficult matter, and will depend on the degree of shelling to which the locality is subjected. There are three courses open :— p. 18

(1) Assemble in the front line trench, from which the assault is being made.

(2) Dig a fresh trench.

(3) Assemble the troops in shell-holes.

Usually the first course will have to be adopted, in which case the troops should be only brought out from

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dug-outs to the trench about an hour prior to the attack. The second and third courses can, perhaps, be adopted with advantage when the attack is to be made at dawn, and if the British front line trench is always heavily shelled by night.

(iv.) **Forward Dumps and Stores.**

Sites for these dumps should be selected by the Battalion Commanders in the spots most accessible to the objective of the attack. They must not be placed at the junction of a communication trench and a fire or support trench, as these spots are invariably shelled. Further, it is vital that they should not be placed behind advanced Battalion Headquarters, otherwise much time and all control of the carrying parties is lost. It therefore follows that all the stores required should be placed well up in front, and no reliance placed on Brigade and other dumps and stores further in rear. A dump 500 yards in rear is practically of no use.

Each assaulting Company should have a separate forward dump; there should be another dump close to advanced Battalion Headquarters. It is impossible to lay down exactly what each Company forward dump should contain, but as a general rule the scale should be as follows :—

5,000 Mills' bombs.
10 Boxes A.A.A.
100 Shovels
30 Picks
} If the soil is hard digging, e.g., chalk, the ratio of picks to shovels must be increased.
2,000 Sandbags.
5 Coils French wire.
20 Screw pickets, together with a few coils of barbed wire.
Some " P " bombs, and
Mills' rifle grenades.

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The reserve dump near advanced Battalion Headquarters should be, roughly, on the same scale as the Company forward dumps, but care must be taken to keep in reserve at this dump a considerable quantity of those stores of which there is a shortage, e.g., "P" bombs and Mills' rifle grenades. Some flares, rockets, periscopes, artillery flags and boards, together with a case of Very lights, must be kept with this dump, so as to ensure that they will be forthcoming when needed.

Tins of water should also be stored in or near the line from which the troops assault. These tins must be kept under cover to protect them from shrapnel. It will probably be necessary to put them in a deep dug-out. All men must, of course, have been warned of the urgent necessity of using their water bottles as sparingly as possible.

N.B.—All these dumps should be made by troops other than those who are to carry out the assault, in order that the latter may be fresh for the attack.

(v.) Carrying Platoons, and what Each Man should Carry.

p. 55

Generally speaking, one Platoon per Company is required for carrying purposes, irrespective of any extra men that may be needed to carry spare Lewis gun magazines. The duties of carrying Platoons are to carry the material stored in the forward dumps up to the line which has been captured, and form dumps in that line. This will necessitate several journeys, and care must be taken to keep control of the men who are carrying. To accomplish this it will probably be found best if the carrying Platoon moved in Indian file, and not in extended order, as this ensures that all the material is deposited in one spot and a dump formed, and enables the men to be collected together at the end of each journey. They can then be provided with the material most urgently needed to be carried to the front line. Every

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man must know prior to the assault exactly what he has to carry on the first journey. The order of importance of the material required is as follows :—

(a) **Bombs.**—Each man taking bombs must carry at least two boxes of bombs. Bombs should never be carried in sandbags, sacks, or carriers (if possible), as they invariably get mislaid or overlooked.

(b) **Shovels and Picks.**—These should be tied together in bundles of five shovels or four picks beforehand.

(c) **Small Arms Ammunition.**—It will depend on how many rounds each man of the assaulting Companies is carrying as to how much S.A.A. should be sent forward, and probably five boxes S.A.A. per assaulting Company will be sufficient to start with.

(d) **Sandbags.**—These will not be required in large quantities probably. They are essential for making blocks in the trenches, but otherwise their use is doubtful. Probably much more valuable work can be done without sandbagging.

(e) **Wire and Screw Stakes.**—Generally, it is unnecessary to take these up until all the other requirements in the way of material have been satisfied. Moreover, it is useless to carry up wire until it can be actually put out, i.e., at dusk. It has been found best that the party carrying the wire should be the party to put it out. When, therefore, all other material required has been carried up, the carrying party should (when possible) be withdrawn, and then at dusk carry up the wire and stakes and put it out. In the actual wiring the men should all be detailed to their particular task beforehand.

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(f) It will depend on the operations and the nature of the objective as to whether artillery boards, "P" bombs, and Mills' rifle grenades should be carried up in the first instance. It is useless to carry up any revetting material. There is no time to do any work of this nature.

(vi.) Equipment and Dress of all Ranks.

Officers.—These should be dressed in a similar manner to the private soldier. They should wear boots and puttees. If they are wearing an Officer's tunic it must be pinned so as to meet across the throat. p. 58

Other Ranks.—It is a moot point as to what the men should carry, but in any event they will not have packs. Their haversack will be fastened to the shoulder-straps and carried on the back. It will contain the day's ration and the iron ration. They will also carry filled water-bottle and entrenching tool and handle. The canteen may be slung under the haversack, and the waterproof sheet should be rolled up and fastened to the belt on the small of the back. Every man should carry three sandbags tucked into his belt. On some occasions it is advisable for the assaulting troops to carry shovels and picks. In this case the second wave should take these. These tools can be carried without great difficulty by fixing them behind the haversack on the man's back, thus leaving him free for fighting. Where, however, the distance to be traversed is not great, and no exceptional difficulties are anticipated in the way of sending up stores and material, it is suggested that it is better for the carrying Platoons to bring up the shovels and picks after the line has been captured. p. 59

There is some controversy as to the number of bombs and quantity of S.A.A. each man should carry. Two, four, or even six bombs per man have been suggested,

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while, on the other hand, it is often laid down that no bandoliers should be carried.

Note.—S.-S. 135 lays down that each man will carry :
Ammunition—170 rounds.
Grenades—Two, one in each top pocket.
Flares—Two, one in each side pocket.

p. 48 p. 49 (vii.) **The Rôle to be Played by Snipers, Company Sharpshooters.**

(viii.) **Lewis Guns.**

p. 46 This will be decided upon having reference to the operations in question and the nature of the ground.

(ix.) **Regimental Bombers.**

p. 52 It is recommended that they wear bomb waistcoats, and not the ordinary equipment. They should carry a few clips of S.A.A. in their pockets. It is generally found that they prefer to carry the rifle, in which case they should be allowed to do so. The disposition of the regimental bombers will depend on the operations.

(x.) **Communications.**

It is of vital importance that the Company Commanders should keep the Battalion Commanders informed of the exact situation at frequent intervals, and that the Battalion Commander should do likewise with the Brigade. Negative information is of the utmost importance.

p. 34 (a) **Telephone.**—No reliance should be placed on this. The lines are certain to be broken. Nevertheless, it is advisable to run out a line from advanced Battalion Headquarters to the captured trench. The linesmen should go forward with their line immediately after the last wave. This line is only really required for use for the first half-hour, which is the critical

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period, and every minute saved in conveying information to Battalion Headquarters is of vital importance. The usual lines to Brigade and the Battalions on the flank should be laid, but it is probable that they will be cut almost immediately. Every other means of Communication must therefore be carefully studied, and all preparations made accordingly.

(b) **Visual.**—Whether Visual Signalling is possible will depend on the nature of the ground. Where, however, this method is practicable, it is advisable to turn one's attention to captured enemy machine-gun emplacements. They will often be found to answer the purpose admirably for operating with a lamp. The French signalling lamp and the disc are probably the only two satisfactory forms of Visual Signalling in this kind of warfare. p. 35

(c) **Orderlies.**—It is almost certain that all inter-Battalion Communications will have to be maintained by Runners, and it is quite possible that Communications with Brigade will only be kept up by this means.

All Runners should be marked with a distinctive badge, red band on left forearm. They will be equipped as the ordinary Infantry private, but should be permitted to remove their equipment when necessity directs. Young, lightly-built lads from 18 to 20 years old seem to make the best Runners, and have the best staying power. p. 60

Every Runner must be familiar with *all* the routes to *all* the principal centres, to *all* the Company Headquarters, to *all* the forward groups, the Battalions on the flanks, the Trench Mortar Officers' and the Brigade Machine-Gun Officers' Headquarters, to the Brigade Headquarters, and the Report Centre. It will be found, unless

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care is taken, that the Runners provided by one Company will only know their way to and from their particular Company Headquarters. A Battalion should have ten Orderlies, two detailed particularly as Brigade Runners, and two from each Company to act primarily, but not solely, as Runners between their own Company and Battalion Headquarters. Each Company Commander should have four Runners, and each Platoon Commander one Runner. Battalion Scouts and Snipers may assist in this duty.

The practice of making the Platoon Commander's servant his Orderly has proved most satisfactory.

It should be impressed on all Runners that the quicker they go the safer they are. It is remarkable how few casualties there are amongst determined, quick-footed Runners.

Care should be taken to send the Runners in turn, otherwise the best and most eager Runners are bound to get exhausted after a few hours. They should be rested as far as possible when not carrying messages. If the work is particularly hard, a sup of rum is most beneficial.

Every message sent should be in writing. Verbal messages are liable to be ignored.

(d) **Pigeons.**—As a means of sending messages when other forms of communication are not possible, pigeons have proved invaluable.

p. 36 A Situation Report, or a call for additional supplies or Ammunition, are types of Messages that can with advantage be sent. Normally, it is of no use sending an S.O.S. or a request for instant Artillery support by this method, for by the time the pigeon message has been received by the troops, who have to act on it, the situation will probably have changed.

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If Battalion Headquarters are well advanced they should be kept there, or it may be necessary to send them to the line which has been captured.

Pigeons can only be used by day. They should therefore not be "pitched" at dusk, or there will be a chance of them losing their way and flying to the German lines.

(e) **Miscellaneous.**

(i.) Contact Aeroplane Patrols, working by means of previously-arranged Signals, e.g., Flares.

(ii.) Coloured flags or boards to denote where the Infantry have got to. This method is not very satisfactory.

(iii.) Coloured rockets for the "S.O.S." Signal.

(iv.) Wireless.

(xi.) Disposition and Employment of Machine Guns, Trench Mortars, Royal Engineers, Pioneers, etc.

The disposition and employment of the above-mentioned is usually in the hands of the Brigade for the most part, but it is possible that two Brigade Machine Guns, two Stokes' Trench Mortars, together with some Royal Engineers and Pioneers, will be at the disposal of the Battalion Commander.

Machine Guns.—If Machine Guns advance too soon : p. 44

(i.) They may be rendered useless by enemy machine gun and rifle fire from or near the objective.

(ii.) They may get mixed up in hand-to-hand fighting, in which they are probably useless.

(iii.) They may get scattered, or fail to select the best gun positions from which to effect their object.

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If Machine Guns advance too late they may receive casualties from the enemy's barrage, or may not be in time to help the Infantry to resist a counter-attack.

It is usually unwise to order Machine Guns to advance with a specific wave.

It is normally best to give the Machine-Gun Officer a *definite task* to perform, and to allow him to choose, within certain limits, his own time of advance. He must keep the closest touch with the Infantry near him.

If an Infantry attack fails to reach its objective, Machine Guns can often beat down the defenders' fire and cover the attackers' subsequent withdrawal.

p. 50 **Trench Mortars.**—Stokes' Mortars should be employed in the bombardment prior to the assault for knocking out any known Machine Guns. After the assault has been launched, they can be most usefully employed in playing on the enemy's Communication Trenches. Save in exceptional cases, probably no useful purpose will be served in sending up these Mortars until after the trench has been consolidated and the position is cleared up. They should not be sent up without orders from the Battalion Commander. The Trench Mortar Officer must keep in close touch with the Battalion Commander, and keep him informed as to the exact position of his guns.

p. 30 **Royal Engineers and Pioneers.**—Their tasks will depend greatly upon the nature of the position captured. They are sure to be required for work after the position has been captured, so it is normally best to hold these troops in reserve until the situation in front has been cleared up. Unless some very definite and important task is required of them in the German line they should not be sent across with the attacking troops.

(xii.) **Miscellaneous.**

(1) All watches must be synchronised. This will probably be done two or three hours before the attack.

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(2) The advisability of an issue of rum about a quarter of an hour previous to an assault should be considered. A little should be kept in reserve at Battalion Headquarters for special cases, such as orderlies.

(3) **Personnel at Advanced Battalion Headquarters.**

(a) In addition to the Battalion Commander and his Adjutant, it is most useful to have another reliable Officer there, if possible, as a reserve. He will be sent whereever necessary, e.g., to discover the exact position in any particular portion of the line; to assist any Company which may have suffered heavy casualties in Officers; to take over any particularly difficult portion of the line; to superintend removal of prisoners, or sending up stores, if any confusion is arising. Owing to the limited number of Officers with which a Battalion is permitted to go into action, it is difficult to select this Officer; probably the Bombing Officer is best.

(b) The Regimental Sergeant-Major, or, if he is not taken into action, someone to act as such, is absolutely necessary. His particular duties will be :—

(i) Supervision and sending up of stores from dump at Battalion Headquarters.

(ii.) Supervision of Orderlies.

(iii.) Escorts for prisoners.

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(c) **Police and Pioneers.**—About four Regimental Police and four Regimental Pioneers should be in close proximity to Battalion Headquarters. The particular duties of the Police are :—

(i.) Guarding of and directing to the stores at the different dumps.

(ii.) Forming battle control posts.

Regimental Pioneers.—The particular duties of these Pioneers are :—

(i.) To prepare and make ready advanced Battalion Headquarters.

(ii.) After the assault, when the situation is well in hand, to construct Company Headquarters in captured line, and repair existing dug-outs captured from the enemy. They must always have plenty of six-inch nails with them.

(d) **Orderlies.**—A special dug-out at Battalion Headquarters should be allotted whenever possible for orderlies; otherwise they should be kept on the steps leading into Battalion Headquarters, so as to be ready at a moment's notice.

(4) **Prisoners.**—These should be collected by the Companies and sent with a small

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escort to the Battalion Headquarters, where they will be sent on to some spot previously arranged, where Brigade takes them over. The escorts should be detailed beforehand approximately.

(5) **Battle Control Posts.**—These are groups of two or three men posted in communication trenches to :—

(a) Control traffic, e.g., keep the "In" and "Out" traffic to the communication trenches allotted for those purposes respectively.

(b) Prevent anyone going back who has no business to do so, e.g., very slightly wounded, an over large escort to prisoners, etc., and to collect all stragglers and send them back.

(6) **Liaison.**

(a) **With Artillery.**—Very often a Liaison Officer from the Artillery is sent to Battalion Headquarters. His duty is to ensure close co-operation between the Infantry and the guns. Unless the means of communication to the rear are very good, i.e., telephonic or visual, he cannot really serve any useful purpose. p. 14

(b) **With Assaulting Battalions taking part in the Assault.**—This duty is generally best performed by sending an Officer, such as your Intelligence Officer, from time to time to ascertain the situation and report.

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(7) **Medical Arrangements.**

(a) An advanced aid-post must be selected and its position made known to all ranks.

(b) An additional squad of R.A.M.C. must be demanded to take the wounded from the aid-posts to the Field Ambulance Dressing Station.

(c) Reserve Stretcher Bearers from the Battalion must be detailed beforehand to report to the Medical Officer.

N.B.—There is a great tendency for men to take any man who is hit and place him in the nearest dug-out and leave him there. In heavy shell fire this may be necessary, but in this case the Medical Officer must be informed at once. All ranks should be warned of this, as several lives have been lost owing to the practice.

When once the Battalion Commander is satisfied that all preparations are made, he should make no alterations at all in the programme, unless it is absolutely unavoidable. Every man should be quite clear as to the rôle he has to play. Deviations from the original scheme invariably cause misunderstandings and confusion. Every man must know his objective, and realise the necessity for not over-running it, otherwise the troops will be caught by our own barrage.

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PART II.

THE ASSAULT.

General Principles.

The two fundamental facts which govern the modern assault are :—

(a) The assault no longer depends upon rifle fire, supported by artillery fire, but upon the artillery solely, with very slight support from selected snipers and company sharpshooters.

(b) The decisive factor in every attack is the bayonet.

It follows, therefore, that the first consideration in every attack is the speed with which the assaulting troops reach the objective after the artillery has lifted. The advantages of this are :—

(i.) The assaulting troops will probably have left their trench before the enemy's barrage has been put on it, and will thus escape shell fire to a large extent.

(ii.) The assaulting troops ought to be in the enemy's trench before the latter have been able to bring their machine guns into action.

To ensure that the enemy's trench is reached with the necessary speed, and in order that full control may be kept over the troops, there must be :—

(a) No lying down.

(b) No firing on the part of the assaulting troops.

(c) The men (except those specially detailed) will move over the open and keep out of the communication trenches.

Two other points must be borne in mind :—

(i.) Assaulting infantry can advance to within 100 yards of their own barrage, and

(ii.) Assaulting infantry cannot "double" more than, at the outside, 100 yards and yet be

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fresh for fighting when they reach the objective.

N.B.—It has been found that 50 yards at the "slow double" and 20 yards at the "charge" is about as much as assaulting infantry can manage if they are to be fit for fighting at the end.

Finally the assault is made in waves, thus giving the necessary weight and impetus to enable the troops to push home the attack with the bayonet, in case all resistance has not been broken by the artillery.

THE BATTALION IN THE ASSAULT.

The actual assault is primarily the province of the Company Commanders. When once all the necessary preparations have been made, the Battalion Commander is of necessity compelled to play a secondary part, by reason of the fact that his headquarters does not move forward, and by the difficulty for any one man to control a large number of men in the heat of battle. In capturing an enemy's trench, the main points on which the Company Commander must focus his attention are:

(1) To get his company into the enemy's trench as soon after our guns have lifted as possible, but without running into our own barrage.
(2) To avoid the hostile barrage and machine gun fire.
(3) To keep direction.
(4) To keep control of his men.
(5) To leave none of the enemy in his rear, or in any spot from which he might make a surprise attack.
(6) To keep a reserve, if his numbers admit of this.

In order to effect the above, the Company Commander must take the following steps:—

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(A) **An Appropriate Disposition of his Men must have been made.**

This will have been previously arranged with the Battalion Commander. It will be assumed that the formation is that recommended in General Headquarter Circular O.B./1919/T, dated 14th February, a copy of which is given on pp. 194-200.

The Company Commander will have decided which platoons go in the front wave and which in the second wave. Platoons should take their place in the front wave alternatively, so as to avoid any sense of injustice. Platoon Commanders *strictly* in line with their men. Company bombers on the flanks of the leading line. Lewis guns on the flanks of the second line. The Company Commander will be in rear, with those regimental bombers which have been allotted to him. These will act as an immediate reserve, to be dispatched at once to any spot required.

The carrying platoons will have been put under the command of the Officer commanding the assaulting company. He will have previously explained their duties and the route they take to and from the captured line. Parties will have been detailed for clearing up the trenches and dug-outs. The four company orderlies will be in close attendance on the Company Commander. The signallers and linesmen for running out a wire to the captured line will be behind the last wave, but in advance of the carrying platoons.

N.B.—Officers.—It cannot be too clearly impressed upon every Officer that his main function is to direct and control the particular unit he is commanding. He must organise, arrange and provide for future eventualities. He must avoid unnecessary danger, although at the same time he must be prepared, if the necessity arises, to risk all and everything to achieve success or to avert disaster. So many useful lives have been lost amongst Officers by doing work which could and

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should have been done by private soldiers, by racing yards ahead of his men in the assault instead of keeping strictly in line, refraining from dressing the same as though he were in the ranks, and in many other similar ways. No one impugns the standard of courage amongst British Officers, and it is their duty to get as many Germans killed as possible with as few casualties as possible, and throughout the whole of an attack each Officer must exercise the nicest judgment to be able to decide the exact and particular way in which he can best fulfil this duty.

Those would probably be the general dispositions, but the following points should be noted :—

Regimental Snipers.

When the attack is at dawn, or when the nature of the ground so allows, they should be pushed well forward to within about 50 or 60 yards of the line to be captured. They should work in "pairs," and take up their position in shell-holes. Their duty is to knock out any hostile machine guns which may be seen, or, failing machine guns, enemy snipers of the trench garrison. Great execution has on occasions been done by well-placed snipers. Other regimental snipers should be placed in positions whence they can command any German lines on the flanks, especially those running at right angles to the line being attacked. This is necessary, as hostile snipers or machine guns (particularly if outside the zone of our barrage) can do great damage if left unmolested. In this respect it should be remembered that the enemy often push out machine guns well in front of their line. It is essential that those should be known beforehand. The scouts must have thoroughly patrolled the ground the previous night, and have located any such machine guns. The regimental snipers will be shown where they are situated, and will be placed in close proximity in positions from which they can deal with them.

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Company Sharpshooters.

Certain men known to be "good shots" should be detailed to act as "sharpshooters" in the attack. They should not go into the trench attacked, but lie down behind the old German parapet, i.e., the British parados, after the trench has been taken. From this vantage ground they will be able to "command" the enemy's line beyond, and in particular their communication trenches. If they take up their positions at once without getting into the trenches, they are certain to get this "command," as the enemy will be disorganised and in retreat, and once this "command" has been established, it should be retained without difficulty until carefully selected positions can have been made in the trench itself. These sharpshooters will have good cover from rifle fire, and will almost certainly not be troubled by shell fire for an hour or more, when they will be compelled to take cover in the trench. Steel-nosed bullets are invaluable for snipers and sharpshooters.

Lewis Gun.

As a general rule, when a platoon attack is in two lines, the Company Lewis guns should be on the flanks of the second line, in order that :—

(1) They may be less visible in the assault.

(2) They can support the Company bombers if there is any attack on the flanks.

(3) They will probably be able to get a mutual cross-fire over the front held by the Company when once the trench has been captured.

This is only a general rule, however, and it may often happen that the Lewis guns will be more urgently needed elsewhere, e.g., to cover a hostile communication trench or a spot from which a counter-attack may be expected, or to silence enemy machine guns.

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Lewis Gun Magazine.

These constitute a difficulty, as they are :—

(1) Cumbersome to carry.
(2) Difficult to refill.
(3) Difficult to keep clean.

It would appear best not to send up all magazines at once, but only half the full number with each gun. The remainder should be kept in a dug-out in the old British front line. The carriers of magazines should not be skilled Lewis gunners, but ordinary private soldiers. Some skilled Lewis gunners should be kept back in the dug-out with the spare magazines, and only sent up to replace casualties. When the Lewis gunners in the front line have emptied several magazines they should send them back to the Lewis gunners in the dug-out and return with filled ones. The Lewis gunners in the dug-out will re-fill the empty magazines. Some such practice as this is required, otherwise it will be found that all the Lewis gun team are knocked out at once by a single shell, or else the magazines, by being left about in the front trench, get smashed or mislaid, or, particularly if it is wet, jammed by dirt or mud. The magazines should be conveyed in carriers, which can be slung over the back, otherwise they make the men a conspicuous mark for snipers. Bucket carriers, which must be carried in the hand, are, for this reason, unsatisfactory.

Regimental Bombers.

These will be used to supplement the bombing capacity of the assaulting companies, leaving a portion in reserve to the hand of the Battalion Commander. Those which are allotted to the Company Commanders should be kept close at hand, and used as a Company reserve. If a portion of the attack consists in moving along trenches and not going across the open, more bombers will be required. They should not be used as

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mere carriers of bombs, nor, as a rule, as clearing-up parties. If a large number of bombers is required in the attack, the bayonet men of the bombing squads can be found from the Companies.

Clearing-up Parties.

These are of the utmost importance. Their duty is to clear all dug-outs, trenches, and localities in or in rear of the line captured. Unless this is done both speedily and thoroughly, the enemy will get their machine guns out from under cover and shoot down the attacking troops from the rear, or else the hostile infantry will emerge from its dug-outs and take the attacking force by surprise. Many positions have been re-taken by the enemy by these means.

The numbers required for "clearing-up" parties raises a very difficult question. All information must be obtained that is possible, e.g., from aerial photographs, captured maps, and statements of prisoners. If any doubts are entertained as to the numbers required, it is better to err on the side of detailing too many men for this purpose rather than too few. Care must be taken that there is no entrance to any dug-out left overlooked, and a sentry should be put on each entrance until the dug-out has been cleared out.

Forming Men up for the Assault.

In all the preliminary arrangements prior to the assault the fullest precautions must be taken that the enemy is in no way apprised of the attack. p. 18

(1) Absolute silence must be maintained. Orders must not be shouted.

(2) No movement of troops must be seen. In this respect it must be noted that the fixing of bayonets in large numbers is likely to be observed and to put the enemy on his guard.

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It is almost impossible to form up a company for an assault with that care and exactitude which a modern attack requires while in a trench. Owing also to the difficulties in passing orders and controlling men in a trench, and, further, in getting out of the trench itself, the attack will be disjointed and irregular unless the men are formed up in their waves *outside the trench*, with every man in position prior to the assault. This, of course, can only be done during the intense bombardment, and, if this is very brief, e.g., half a minute, forming up outside the trench will not be possible.

THE ACTUAL ASSAULT.

p. 18 If a considerable distance has to be covered, troops will march until they reach within 80 yards to 100 yards from the enemy's trench, and will then proceed at the slow double to about 20 or 30 yards therefrom, when they will charge the trench.

The troops will, on no consideration, be allowed to lie down and open fire, nor must they get into any communication trenches. Speed is essential, and this can only be attained by keeping to the open.

The precise details of the assault must depend on the distance to be covered and the duration of the intense bombardment. The latter should be and probably would be commensurate with the time it takes to cover the distance to the objective, allowing about a minute extra to form up the troops. If the distance is, however, considerable, and a "creeping barrage" is adopted, there are two possible methods of assaulting.

The first is to follow behind the "creeping barrage" right into the trench, while the second is to advance to a line previously marked out with objects which would not be noticeable to the enemy, e.g., broken rifles, old petrol tins, etc., at about 100 yards from the objective, waiting there until just before the barrage lifts from the trench, when the troops will double to the assault.

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The question is, which method will most easily enable the troops to reach the enemy trench in the shortest possible time without running into our own barrage.

While theoretically the first method would appear the best, the second is probably the soundest and safest, for this reason: it is extremely difficult to keep troops marching slowly in an assault. The tendency is for them to move quicker and quicker, and probably break into a double very shortly, so that it is more likely that they will advance too quickly and will run into our own barrage. If, however, they are halted and then at the given moment advance, no harm is done by doubling; in fact, it will be necessary for them to do so.

N.B.—If the men are halted, they must on no account be permitted to lie down, otherwise all control will be lost.

Where the intense bombardment is directed and remains from the outset on the objective, the troops will form up outside the trench, march to within 80 or 100 yards of the objective, and wait until the fire lifts. As soon as it lifts the troops will break into a double and assault the trench. It is of the utmost importance that the troops leave the trench as soon as our intense bombardment begins, and get 50 yards or more towards the enemy's trench. If this can be done and is done, the troops will thereby escape the effects of the hostile shelling, because it is practically certain that the enemy will put his barrage on the trench itself from which the troops are assaulting.

If the enemy are taken by surprise, as they should be, their guns will not be able to get on to our trench absolutely immediately, with the result that the assaulting infantry should be able, to a large extent, to get inside of, and therefore immune from, the hostile barrage. In effect, in a well organised attack, they should be between the hostile and our own barrage and immune from *both*.

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If the British front line is not parallel to the objective (and particularly if the latter is not in view) great care must be taken to see that direction is kept, and, if possible, to ensure that the assaulting troops reach the different points in the trench at the same time. This can only be done by marking out, in some way not noticeable to the enemy, a line from which the assault is to be made. This can be done the previous night by putting out old petrol tins, broken rifles, shovels, and other articles common to a battlefield which would not attract the attention of the enemy.

If the attack is to be made before dawn, the same result can be obtained by putting out small boards painted white on one side. These should be placed in the ground with the side painted white facing the British front line.

All ranks must know which is the directing flank.

If the arrangements are carefully thought out and well executed, the assaulting troops should succeed in reaching the enemy trench, provided the hostile machine guns have not been able to come into or have been put out of action. By leaving their own trench with all speed after our intense bombardment has commenced, and by entering the enemy's trench with all speed after our fire has lifted, the assaulting troops should be able to push their way through such rifle fire and shelling as will be met with. Well-directed flanking fire from machine guns is, however, extremely hard, and in many cases impossible to get through. It will depend on the ability of the Regimental snipers and Company sharpshooters to put the hostile machine guns out of action as to whether the attack will succeed. If these remain cool and are good shots, they will often be able so to hinder the hostile machine gunners as to enable the assaulting troops to reach their objective. It is largely, however, to meet such resistance that the attack is made in waves. The difficult question then arises as to what

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distance there should be between the waves,* and *in this respect the main object of attack in waves, viz., to give weight and impetus to the assault, must never be lost sight of.* It is worse than useless if the distance between the waves is such as to convert each wave into an independent attack. The waves must be close enough together to enable the second wave to act as an *immediate* reinforcement to the first wave, and to accomplish this the second wave must not be more than 50 yards distant from the first wave *at the moment when the first wave is entering the hostile trench.* Now, on consideration, it will be clear that this necessitates the two waves starting at a much less distance from each other. For example, if the waves start at 50 yards apart and have to go 300 yards to reach the enemy's trench, and the first wave starts to double at 100 yards from the hostile trench, then in order to keep the distance of 50 yards between the waves, the second wave would be compelled to commence doubling *at the same time* as the first wave does; that is, when the second wave is *150* yards off the objective. This, however, is too great a distance to double, as the men would be quite "done" by the time they reach the enemy. The second wave, therefore, must only commence doubling *from the same point* as the first wave did, viz., 100 yards from the enemy's trench. But by the time the second wave has *marched* to within 100 yards of the objective, the first wave will have reached and be already fighting in the enemy's line, as they will have been doubling, and will, therefore, have been going about twice as fast as the second wave, which is only marching. The only solution is for the second wave to *start* marching about 25 yards behind the first wave; then, if both commence doubling *from the same point,* the second wave will *be only 50 yards distant from the first wave at the moment the latter is entering*

*NOTE.—For definition of a line and a wave see General Headquarter Circular O.B./1919/T, on pp. 194-200 of this book. In this particular article the waves referred to are really successive lines.

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the hostile trench. Objections are often raised against starting the two waves so close to each other, but in reality there is no substance in these objections. In fact, it is suggested that it is more advantageous than otherwise. As far as the effects of shrapnel are concerned, it is immaterial if the waves are 25 or 50 yards apart, while, on the other hand, the second wave, by starting earlier, is more likely to get inside of, and therefore immune from, the enemy's shell-fire altogether. Furthermore, as regards machine gun fire, the slight disadvantage of having the waves 25 yards nearer to each other is more than compensated by the second wave reaching the enemy's trench sooner. Obviously, if more than two waves are adopted in the attack, the difficulty of keeping the waves at the appropriate distance for giving weight and impetus to the attack is enormously accentuated. This leads one to the consideration of the number of waves required for an attack upon a single line of trench. As a general rule, two waves would appear to be preferable to three or more waves. If two waves get held up by machine gun fire, it is more than likely that three or more waves will be held up also. It is true that with three or more waves the extension between each individual soldier will be greater, so that the target will not be so good for the machine gunners; but, on the other hand, each wave has got to pass through the zone of fire, and even if some men from each wave get to the trench, they will only reach it in driblets, and the attack will be disjointed and without power, and will in all probability ultimately fail. There are also further disadvantages in attacking with more than two waves :

(a) It is more difficult to form up for assault.

(b) It is more difficult for the Company Commander to control his men.

(c) The last waves are more likely to get caught by the hostile barrage, and

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(d) There is greater confusion when the trench is captured. Each platoon, following as it does one behind the other, gets mingled with the others and ceases to exist as a unit.

For these reasons it is suggested that an attack upon any **one line of trench** should be made with one "wave," consisting of two lines, with a reserve held back in close proximity to Battalion Headquarters, ready to be sent up whenever it may be required.

Similarly, when more than **one line of trench** has to be captured, each trench should be assaulted with one wave of troops, consisting of two lines.

To execute a successful attack of this nature, it is essential that the intense bombardment in the second line of trench be of sufficient duration to allow the second line of assaulting troops to *march* (not double) to the first trench, pass through it, re-form on the other side, then march to assaulting distance of the second line before it lifts, thus enabling the troops to make the actual assault. Assistance by the troops storming the first line of trench can often be given to those attacking the second line. Men should be detailed to go with the first line of troops, who will go right over the first trench and will open fire on any machine guns that may still be in action.

(2) When the attack is across No Man's Land against the enemy's first trench system, much greater difficulties will probably be encountered.

The machine gun emplacements will be of very great strength (concrete and iron rails). The result will be that the attacking troops are almost certain to encounter heavy machine gun fire, and, in addition to that, will suffer considerable casualties from the hostile barrage, which again makes the bringing up of supplies very difficult. The element of surprise will play a large part in this case, and every endeavour must be made to ensure secrecy prior to the attack.

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As soon as the troops have entered the trench they must clear it of all enemy. This is a matter of individual fighting, where initiative is the most important factor. Often, however, considerable difficulty and delay is caused by the refusal of the enemy in the dug-outs to surrender. Sentries should be left at every entrance to each dug-out until the trench itself has been cleared and touch obtained with the Companies or Battalions on the flank. When this has been achieved, attention must be given to the enemy left in the dug-outs. The object to be kept in mind is to clear the garrison out of each dug-out as quickly as possible **without setting fire or destroying the dug-outs themselves,** which will prove invaluable to the attacking force as soon as the enemy commence shelling. It must always be borne in mind that it is highly probable that the dug-outs inter-communicate with one another.

Prisoners must be collected into groups and sent across the open. Once they have been disarmed, a very small escort will suffice. They must never go back by any communication trenches, which should be kept as much as possible for "up" traffic only—at any rate for the first half-hour—until adequate stores and reinforcements (if required) have been despatched to the captured trench.

The Company Commander will at once report to his Commanding Officer the position, and state his requirements in the way of men and material. He must send constant reports back. These, in turn, will be transmitted to Brigade. All reports must invariably be in writing, concise, legible, **timed,** and signed.

When the Battalion Commander is satisfied that the trench is captured, and that the flow of men and material is being directed to the required spots, he will himself proceed to the captured trench and thoroughly acquaint himself with the exact position. He should direct his attention in particular to the following points :—

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(a) The strength of the garrison.
(b) The capacity of the dug-outs.
(c) The size and position of the dumps.
(d) The safety of the flanks.
(e) The position of the Brigade machine guns and Lewis guns.

This will take a considerable time, and while away from Battalion Headquarters he must leave some responsible Officer there. Upon his return he will briefly report the exact situation to Brigade and state his requirements. At the same time, the Regimental Intelligence Squad will proceed to the captured line and obtain identifications, papers, books, maps, etc. They will carefully search the dug-outs, and any dead bodies they may come across. All documents they may find will be put into a sandbag, tied up, and sent to Brigade, with a label stating when and where and by what unit the documents were obtained.

Note.—The time of the attack is a question of the greatest importance, but will not be one which will rest with the Battalion Commander. If, however, his opinion is asked upon the matter, it is suggested that attacks at dawn should, if possible, be avoided. Apart from any difficulty in assembling troops which may *necessitate* a dawn attack, it is suggested that, from the point of view of a Battalion Commander, any time during the day other than dawn is preferable. The objections to an attack at this time are as follows :—

(a) The preparations will have to be made over night, which necessitates practically no sleep for Officers and men. The troops will therefore start the attack tired men. **p. 19**
(b) In the earlier hours of the morning the men's vitality is always at its lowest.
(c) The enemy will be awake and alert, as they will be " standing to " and expecting an attack at that hour.

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(d) Confusion is more likely before it is light, and there will be greater difficulty in forming up for the assault.

(e) The assaulting troops will probably be isolated in the captured trench for a very long period, viz., till nightfall, and great difficulties will be encountered both in sending up stores or in working upon the trench itself.

(f) The enemy will be able to register on the trench by day, so as to make any work by night very difficult.

Unless, therefore, it is imperative that the attack should take place at dawn, it is urged that any other time is preferable. An afternoon attack is probably the best from the point of view of the Battalion Commander.

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PART III.

THE HOLDING OF CAPTURED TRENCHES AFTER THE ATTACK.

It has often been said that it is a much easier task, comparatively, to take a trench than to keep it, and the reasons for this are obvious. They are :—

(1) The element of surprise no longer favours the assaulting troops, and the hostile shelling will be felt in full force, both on the trench from which the assault has been delivered and the line which has been captured.

(2) The enemy will have full knowledge of the ground captured and its defences, both above and below ground, while the attackers will not have this advantage.

(3) While the enemy are driven back on to their supports and reserves, and likewise their stores, the assaulting troops will experience the greatest difficulty in getting up reinforcements and material, owing to the enemy's barrage.

On the other hand, there are two advantages which the attacking force enjoys, viz. :—

(a) The confusion and disorder in the enemy's ranks.

(b) The fact that the attackers will almost certainly be immune from shelling in the line they have captured for at least half an hour, and probably for a considerably longer space of time.

Every endeavour must, therefore, be made to utilise the time immediately subsequent to the attack. The stores must be got up with all possible speed and dumps formed. The Battalion Commander must send up such reinforcements as may be required.

The main work, however, will devolve upon the actual troops who have stormed the trench. The only

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possible hope of turning every available minute to the best advantage lies in every man knowing what steps have to be taken and in what sequence. Souvenir hunting must be absolutely prohibited.

Owing to casualties amongst Officers and non-commissioned officers, and the mixing up of Platoons, Companies, and even Battalions, which so often occurs in attacks, the detailing and supervision of work is both difficult and lengthy, and it is therefore essential that every private soldier must know exactly what he has to do to put the trench into a state of defence. This will, of course, depend on the training which has been previously given the assaulting troops.

In this respect it is observed that the word "consolidation" is often used in a vague and unsatisfactory way. A trench which has been subjected to a severe bombardment cannot possibly be "consolidated" in the true sense under a week. At the best such a trench will, after capture, only resemble a gully broken by shell-craters, and such consolidating work as can be done on a trench after capture should be clearly defined and dinned into the ears of the men daily during their period of training.

There are two main objects which must be borne in mind, and in furtherance of which **all** work must be directed :—

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(a) Stopping the local counter-attack.
(b) Stopping the counter-attack proper.

A. Stopping the Local Counter-Attack.

By local counter-attack is meant an immediate counter-attack undertaken by the enemy with little or even without any artillery preparation. It will take the form of a bombing attack down the communication trenches and on the flanks, and an attack across the open by a force probably not exceeding two or three Companies. This attack may be expected shortly after the trench has been captured. It is therefore against this possi-

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bility that attention must be directed in the first place as soon as the trench has been taken. The following steps should be taken :—

(a) Post sentries. Sufficient sentries to be able to warn the garrison are all that are required. The sentries should have periscopes. The Vigilant periscope, which attaches to the bayonet, is the most portable and handiest. These can be sent up from the reserve dump at Battalion Headquarters.

(b) Make fire-steps. Every man must make himself a position from which he can fire. These must be serviceable, but should not be elaborate or require much labour.

(c) The Company Commander must see that dumps have been made of S.A.A. and bombs, and the men must know where these dumps are situated.

(d) Each Platoon Commander and the Company Commander must have a chosen headquarters. Every man must know where the headquarters of his own Platoon and Company Commander are situated.

(e) Lewis guns must be placed in position.

(f) The rockets and rocket stands for sending S.O.S. signals must have been brought up and be in readiness.

(g) The communication trenches leading to the enemy's lines and the flanks where in contact with the enemy must be blocked. The blocks should be pushed, if possible, far enough up the trenches so as to leave the main trench captured out of bombing distance.

The garrison is now in a position to repel an infantry attack. It can call on the guns with the S.O.S. call, and, through the Platoon and Company Commanders, can keep the Battalion Commander informed of the position, while at the same time there should be sufficient S.A.A. and bombs in the trench to repel the enemy.

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B. **Stopping the Counter-Attack Proper.**

This will not take place until several hours have elapsed. It may be preceded by an intense bombardment. To guard against this the steps taken already against a local counter-attack will be available, but not sufficient. Care must be taken to :—

(i.) Provide all possible cover against shell-fire.
(ii.) Improve the communications to the rear as far as possible.

(i.) **Providing all possible Cover against Shell-fire.**

Even before the counter-attack proper is commenced heavy shell-fire must be expected as soon as the enemy have fully realised the exact position. Cover against shell-fire must therefore be obtained with the least possible delay. The nature of the work to be done will depend on the condition of the captured trench. If the trench has been much battered by shell-fire, and is wide without cover (as it probably will be), it is useless commencing to sandbag it and build large traverses. Time will not permit this work to be done to afford adequate protection. The only method of obtaining cover is to dig narrow slits off the trench both in front and in rear to hold two or three men. This can also be repeated off the communication trenches (where any are left) to hold a Platoon as a reserve. Where, however, the trenches or portions of them have not been blown down by shell-fire, and still remain narrow, they should be strengthened and further narrowed by sandbagging. In any event, every endeavour must be made to utilise the captured German dug-outs. Special parties of Royal Engineers and a few Regimental Pioneers should be detailed beforehand for this particular work. It will often be found that it is only the entrance to the dug-outs that has been blown in, and that by excavating about 6 feet the dug-out will be able to be cleared. The dug-outs will, of course, face the wrong way, viz., towards the German lines, and therefore a pick and shovel should

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be kept in each inhabited dug-out to enable the garrison to dig itself out in case the entrance gets temporarily blocked. It is of the greatest importance that a good dug-out should be formed for Company Headquarters.

Closely connected with the question of providing cover against shell-fire is the question of "thinning out." In theory, it is excellent to state that as soon as one has taken the trench one should "thin out" the line to save casualties from shell-fire. In practice, this is extremely difficult. Apart from the fact that the enemy's barrage often makes it impossible to withdraw any troops, it is always quite uncertain which trench will be the most heavily shelled. It is almost certain that for some time immediately after the attack the line captured will be less heavily shelled than the old British front line.

Again, a very considerable number of men is needed to work on the trench to put it into a state of defence. How far it is advisable to thin out can only be decided on the spot, but it is very doubtful if any useful purpose would be served by so doing when the captured line contains dug-outs, or if it affords any facilities for cover.

(ii.) **Improving Communications with the Rear as far as possible.**

It will generally be found that the old German communication trenches have been so blotted out that, for all practical purposes, they cease to exist. When this is so, it is best to commence a fresh communication trench altogether. This will have two advantages :—

(a) It is easier digging. The soil will not be so crumbling, and the workers will not be impeded by the remains of the old revetments and revetting wire.

(b) The enemy will often have more difficulty in shelling the new communication trench, particularly if they have not got direct observation on to it.

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Furthermore, they will expect the old communication trench to be dug out, and will certainly shell it.

If, however, the communication trenches are still capable of repair, it will be quicker to deepen them rather than to commence a fresh one. In this case it may be possible to work by daylight, and work should be commenced without delay; but, as a rule, no work will be able to be done by day. At dusk a Pioneer Battalion may be sent up to dig the communication trenches, and Officers from this unit should come up in advance and view the ground before it is dark.

(iii.) For construction of strong points see S.-S. 135, page 26.

MISCELLANEOUS.

(1) Patrols and Listening Posts.

As soon as the trench has been taken and cleared, small patrols should be pushed out along the communication trench leading to the enemy's lines, where this is possible. If they encounter no opposition, other parties should be pushed out after them and posts established. These will be useful in the event of any further attack; also such parties are more likely to escape the hostile shelling, not only because they are more likely to escape observation, but also because the nearer a party gets to the enemy's line, the safer it is from the enemy's shelling. As soon as it is dark listening posts must invariably be put out well in advance of the line captured. The omission to do this has often enabled the enemy to make a successful surprise attack. A lance-corporal and two private soldiers will usually suffice for each post.

(2) Informing the Higher Command of Position of Assaulting Troops.

It is of the utmost importance that this should be done at the earliest possible moment, not only to enable any further offensive movements to be taken, but also

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in order that our Artillery may not shell the Infantry. It will usually happen that the troops push on too far, or get held up at some point or another, so that the gunners will be left in doubt. In addition to sending back messages by orderly, visual, etc., there are two other methods :—

(a) By marking the farthest points reached by the Infantry with flags or Artillery signal-boards. Unless these can be put up so as to be seen by our F.O.O.'s, and yet be invisible to the enemy, they are of very doubtful value.

(b) By communication with contact aeroplane patrols. At a time arranged beforehand aeroplanes bearing a distinctive mark will fly low over our lines. The infantry in the front trenches will signal where their position is by lighting flares, or waving their helmets.

MORALE OF THE MEN.

This is the most important factor of all. After the attack has been successfully carried through, probably the most important duty of the Battalion Commander is to keep his finger on the pulse of his Battalion. The question he has got to ask himself continually is "Whether the men in their present condition are fit to hold the trench against any counter-attack the enemy may make?" The sole consideration must be the ability to hold the position. If the Battalion Commander is satisfied that the men are not in a condition to hold the position, this must be at once reported and a relief asked for. Considerations such as whether the honour of the Regiment demands its staying in the position, or whether it will be unexpected or a surprise to his superior Officers, must in no way deter the Battalion Commander from reporting the condition of his men to his superior Officers, or from asking for relief if it is necessary. It is of the

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utmost importance to the higher command to know what the condition of the troops is. A Battalion Commander can, however, do much to increase the morale of the men under him. The successful capture of the trench will have put the men in high spirits, and the Battalion Commander must emphasise and impress upon the men, as he goes round the trenches, the full nature of the success gained, while at the same time stimulating them with judicious praise and words of encouragement.

The other two main factors to be considered are :—

(1) The physical condition of the men.
(2) The number of casualties.

(1) The Physical Condition of the Men.

It is essential that arrangements be made, as far as it is possible, for the men to get food, water and sleep. Water can usually with foresight be provided. If, as has already been stated, water has been brought up in tins and stored in some dug-outs in the old British front line, there should be no difficulty in providing the men with a sufficient supply.

The question of rations is, however, a more difficult one. If the casualties are heavy, it is extremely risky to send back parties to bring up the rations. Yet this is what has to be done on most occasions, and should be done at the first possible opportunity. The importance of getting the men their rations as soon as the situation permits cannot be overestimated. Where the attack takes place in the afternoon it is sometimes possible for the Quartermaster to send up the rations earlier, and whenever this can be arranged it should be done.

At every possible opportunity the men should be rested. It is always a question of great difficulty to decide how far the work of consolidation must give precedence to sleep and vice versa. This decision will rest with the Company Officers.

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(2) The Number of Casualties.

The *morale* of a Company which is suffering heavy casualties is naturally more likely to be lowered than that of a Company which is not suffering to the same extent. A very careful check of the casualties should be kept. It will be found impossible to estimate the casualties themselves, and the only method of arriving at them is for the Company Commanders to find out the number of men left in each platoon. This should be done immediately after the trench is taken, and afterwards *at every second or third hour.* Where one portion of the line is more dangerous than the other portions, and yields a larger number of casualties, the Company occupying it should be relieved where possible. The Company in reserve can be utilised for this purpose, or even Companies or Platoons in less exposed portions of the captured trench.

GENERAL NOTE ON THE ATTACK.

From the foregoing pages it will be seen that the task of a Battalion Commander is essentially that of working out the details of the attack. His perspective is extremely limited. The tactics of the battle are probably not even known to him. His objective is, at the most, probably not more than 500 yards of trench, and yet the failure of his Battalion may spell disaster along the whole front of battle. It may well be, therefore, that the omission of some minute detail may prevent success for the Battalion, which in turn will wreck the whole scheme of the battle. Time is, of course, required to work out every detail, but provided sufficient time has been allowed to him, the Battalion Commander should be able and ought to satisfy himself personally that no point, however small, has been neglected or overlooked.

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CHAPTER XIII.

FIELD ENGINEERING.

I.—The Rôle of the Commanding Officer in His Relations with the Royal Engineers and the Pioneers.
II.—Notes on the Construction of Trenches.
III.—Revetments.
IV.—Obstacles.

Part I, by The Commandant.
Parts II, III, and IV by Major A. P. Wedd, R.E.

PART I.

AN ADDRESS DELIVERED TO THE SENIOR OFFICERS' CLASS by THE COMMANDANT on THE RÔLE OF THE COMMANDING OFFICER IN HIS RELATIONS WITH THE ROYAL ENGINEERS AND THE PIONEERS.

INTRODUCTION.

It is a libel on the British soldier to state, as many so often do, that he cannot work as the German soldier can. The British soldier can work just as well and better even than the German, if and when those over him know the first principles of defence and of work organisation, and knowing and understanding those

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principles set him to work on sound, practical, and common-sense lines. What those principles are, or at any rate what some of them are, I propose to discuss here with you to-night, and I hope and trust that my address to you, and the discussion that will follow it, will be of help to you all when you return to your regiments.

Let me speak to you first on what is perhaps the first of the principles, viz., The correct attitude of the Commanding Officer towards the officers of the Royal Engineers and of the Pioneer Battalion in his Division, and then we can discuss the bearing and rôle of the latter towards the officers of the Infantry later.

THE GENERAL ATTITUDE OF THE COMMANDING OFFICER.

Co-operation between the officers of the different arms of the Service can only be secured provided the Commanding Officers of those arms take an active part themselves in securing it. What that active part between the two arms in question should be I propose to suggest to you now. Every one of you must first of all get to know the officers of the Royal Engineers and Pioneers almost as well as you know your own officers, and you must let them see that you are all out to help them in their work at all times, and that you look to them for, and expect from them, their help and co-operation in return. In some Divisions, the C.R.E. is known to every Commanding Officer, and to a great many other officers as well. This, however, depends a great deal on the personality and type of officer filling that position, and concerning this particular point I shall have more to say to you later. Here I merely state that every Commanding Officer should systematically get to know every single officer of the Divisional Staff well, and if he does he is bound to make the close acquaintanceship of the C.R.E., and so gain the first part of his objective. The simplest and easiest way to commence the task is by inviting that officer and his Adjutant to

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dinner and getting as many of your officers as possible to dine or come in after dinner, and then to introduce them to your guests. If you do this you will have made a good start, and if you continue to keep up his acquaintance by a periodical invitation of this kind, and he in his turn does his duty in this respect and invites you and your Adjutant and your Second-in-Command from time to time to have a meal with him, there is no doubt whatever that a close entente will spring up that will make itself felt right throughout the Battalion and with the best possible results. To co-operate without personal knowledge of those with whom you are co-operating is at all times a difficult undertaking; whereas to co-operate knowing them is comparatively a simple matter.

And so, if you will apply the same methods to the officers of the Field Companies and of your Pioneer Battalion, you will soon ensure a close and intimate knowledge of them, and if, in addition, you give your officers very clear direction as to their duty in this respect, then you have secured the whole of your objective, and the results of such action on your part will be very manifest in all the operations in which you and your Battalion and the Royal Engineers and the Pioneers may be subsequently engaged. I know from personal experience how true this is, and I therefore very strongly advise you, first of all, to act on the lines indicated, and to get to know—really get to know—the Royal Engineer and Pioneer Officers, and to see that all your officers do likewise.

OPERATIONS.

I now propose to show you how, after having made a real good start on the lines indicated, you can follow up your initial success by further well-thought-out and concerted action when actively engaged in combined operations with the Royal Engineers and Pioneers.

Operations may be either of a stationary or of a moving nature, viz., trench warfare or open warfare. I

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first propose to discuss the former, as this has become, owing to the force of circumstances, a form of warfare which consumes our time and energy for the greater part of the year in France.

(A) TRENCH WARFARE.

(I) The System To-day.

I do not propose to enter here into discussion regarding the system of defence prevailing in the British Armies in the Field in France. I know that to all of us, who have commanded everything, from a Company up to a Brigade, and who therefore know the situation very intimately from our own point of view, the situation which obtains is an enigma to many of us. But, then, there may be some very good and clear reasons for not establishing the system we all of us so strongly advocate, e.g., the permanent allocation of the different sectors of the line to permanent Sector Officers, having under them a number of equally permanent officers, each one of whom has a perfect and intimate knowledge of the whole of the sector apportioned to him, and each of whom is charged with the transmitting of that knowledge to the Regiments, Field Companies, and Pioneers of the incoming and relieving Division the moment the Division arrives in the line. I have no time here to discuss the advantages and disadvantages of the two systems; all we are concerned with here is the system we have in front of us, and which we have to support, and I propose to see how we can best overcome the many disadvantages it most certainly has.

(II) The Disposition of the Battalion in its Sector.

First and foremost we come to the system by means of which the Commanding Officer decides to carry on the defence of his sector and how he will dispose his Battalion in the line and apportion to each company its own particular rôle and piece of the line to look after. Of course, the situation varies very considerably, ac-

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cording to the conditions prevailing, but if we decide to deal with the most common of the situations confronting us, I think we shall be able to pick up much that is of the greatest value to us.

The Diagram attached to this paper shows a more or less normal system of holding a Battalion sector, and the distribution of the Companies over that sector. The notes at the bottom denote the system of allocating different defined areas to each unit, and fixing the responsibility of the upkeep of each sector on to different individuals. The system makes it perfectly clear which Company is responsible for the upkeep of any part of the line, and the Commanding Officer can at any time apportion praise or blame to any individual or Company concerned.

(III) The General Plan of Work in the Sector.

Next we come to the drawing up of the general plan of work for the sector, and it is here that we so often fail, because there is no real system of ensuring continuity of construction, with the result that in the absence of that system many Commanding Officers coming into the line for the first time invariably break out into constructing some entirely new work which they consider of primary importance, whilst all the time there are other partly finished works left behind by the outgoing unit which are even of greater importance than that on which he has just embarked, but which, in the absence of the Permanent Sector Officer, they are entirely ignorant of. To avoid the possibility of such a state of things happening, my advice to you is to take no action until you have definitely ascertained the situation in the sector allotted to you in your new line. You can only definitely ascertain the situation by a systematic piece by piece inspection of that sector, during which, with the Defence Map in your hand, you are able to take in the tactical features of the ground, and note the state of the work that has been undertaken by your predecessor handed over by him to you. Having got the situation

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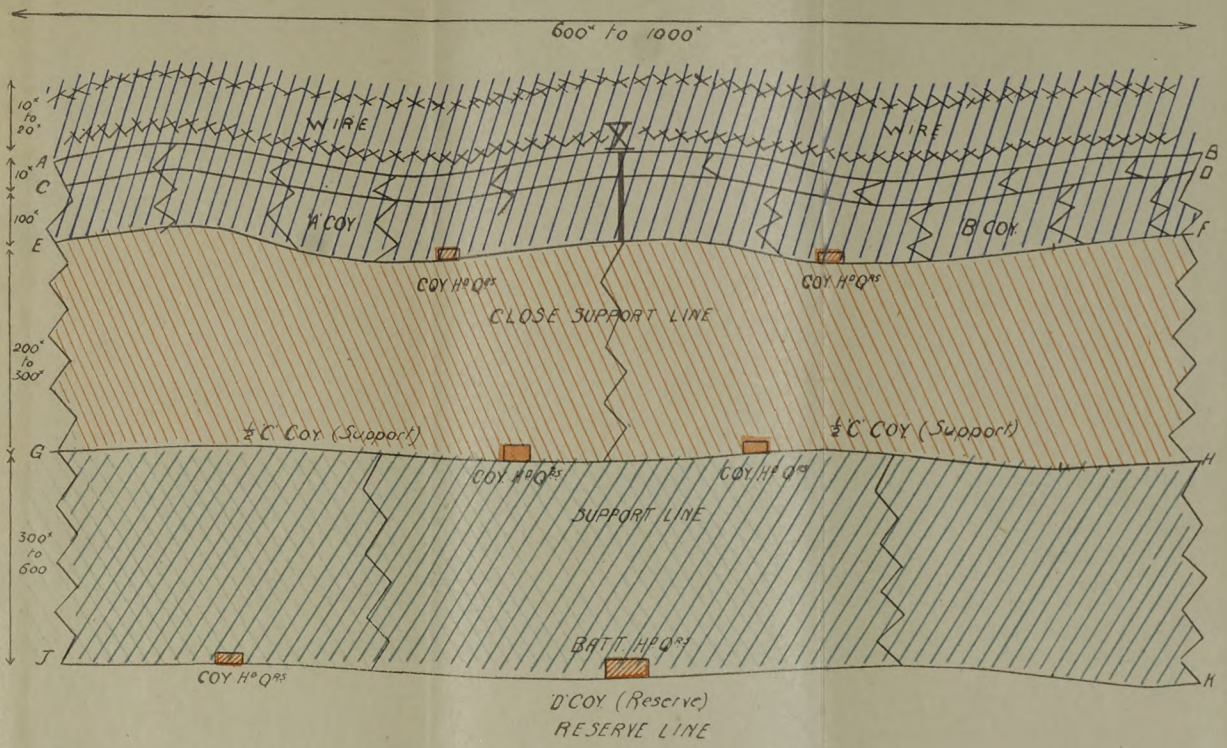
A diagram showing what is perhaps a normal method of holding a Battalion Sector in Trench Warfare.



NOTES ON ABOVE.

(i) The Officer Commanding a Battalion who is holding a Sector exercises general control as regards work over the whole of that Sector, from NO MAN'S LAND back to the Reserve line.

He is assisted in this duty by his WORKS OFFICER, who acts in close liaison with the Officer Commanding the detachment of Royal ENGINEERS attached to that particular SECTOR.

(ii) Officers Commanding Companies in the front line supervise the whole of their Sectors from NO MAN'S LAND back to the CLOSE SUPPORT LINE (E F on sketch).

(iii) Officers Commanding Companies in the SUPPORT LINE supervise their SECTORS from the CLOSE SUPPORT LINE exclusive to the SUPPORT LINE (G H on sketch) inclusive.

(iv) The Officer Commanding the detachment of Royal Engineers attached to the SECTOR has special charge of the work from the SUPPORT LINE exclusive back to the RESERVE LINE inclusive.

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well in your head, you then take action, and as the action you take depends so much for its success on your having in your Battalion a really sound and well organised system, I propose to define to you what my opinion of such a system is.

(iv) The Battalion Works Officer.

First and foremost you must have in your Battalion an officer whose principal rôle is to act as liaison Officer between your Battalion and the Royal Engineers; the officer best suited for this duty is your Second-in-Command. To fill the rôle with advantage he must make himself acquainted with the whole of your sector and with every defence work in course of construction, and, knowing what is in progress and, therefore, what is required, he must see to it that the working parties are properly told off and supervised, and at the same time he must keep in the closest touch with the Royal Engineers and Pioneers throughout the period of the Battalion's stay in the sector. This officer will make it his special business to see that any Working Parties ordered by the Brigade or by the Battalion Commander for a specific purpose are at their rendezvous and engaged on their task as soon as possible after their arrival. He will pay constant visits to them whilst the work is in progress, and to assist both officers and men with his advice and words of encouragement, and he will often be present at the termination of the work. By this means he will be able to ascertain, both by personal observation or by inquiry of the Royal Engineer Officer supervising the work, whether the parties have arrived in the numbers asked for, whether they have been at the rendezvous at the appointed time, and whether they have worked well or badly. He will lose no opportunity of bringing good or indifferent work to the notice of his Commanding Officer, and the latter will take the necessary action in either case.

I finish this part of my address to you by telling you that in the two Battalions I commanded in France my

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Second-in-Command was appointed Works Officer, and the results were most satisfactory.

(v) The Working Party.

We now have the Battalion disposed in the line, with its officers in close touch with the Royal Engineers and Pioneers, and we have everything ready to carry on the general plan of defence in the sector, and let us now discuss those who are going to do the actual work, i.e., the Working Parties. There is no doubt that the Working Party plays a big and important part in all Royal Engineer work, and it can safely be said that when the Working Parties are properly detailed, told off to the work, supervised, and the men composing them encouraged, the work in hand is in 90 cases out of 100 completed expeditiously and well. The Commanding Officer, however, must play his rôle in this respect, and it is a most important one. I here intend to suggest to you how, by your own personal action in the matter, your Battalion can earn either an evil reputation with the Royal Engineers or else it will be spoken of by them as a Battalion composed of officers and men with splendid working qualities. I personally maintain that in a good Regiment the officers and men turn out and enter into the spirit of the work in hand with the same zest as they would turn out for a ceremonial parade, or for anything else they might be called upon by their Commander to undertake.

But in a bad Regiment, or, rather, in a Regiment that is not so good, there will be no willingness on the part of either officers or men to do the work apportioned to them, with the result that that Regiment will gain an unenviable reputation throughout the Brigade, Division, Corps, and Army, and will be spoken of as a Regiment lacking those most essential qualities that are indissolubly bound to the really good Regiment. And as none of us here, gentlemen, desire to be connected with such Regiments, I propose to put to you a certain line which you, by adopting, will ensure for all time

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that your Battalion is, when engaged on trench construction or on other defence works, carrying on the task allotted to it in a manner that is in keeping with the rest of its work.

First and foremost comes the composition of the Working Party. A golden rule to work on is never to detail a scratch party of officers and men to form the party. If the Brigade orders you to send 200 men and a proportion of Officers and Non-commissioned Officers, then send one complete Company; and if this is not sufficient—and it never will be—then send two or three Platoons of another Company, but also quite complete. And by the word complete I mean the Company Commander, his Subalterns, the Company Sergeant-Major, and the Non-commissioned Officers. If the numbers approach what is half the strength of the Battalion, then see that your Second-in-Command goes in command; and should the whole Battalion be required, then, of course, you, the Battalion Commander, will go with it. This is true leadership.

I remember so well being ordered in the winter of 1914-15 to find from my Company 100 men, and a proportion of Officers and Non-commissioned Officers, to dig with other men, and I remember equally well that the order did not, as it should have done, detail my Company and other Companies for the work. We were merely to form part of a pack of 400 men, with a proportion of Officers. I insisted to my Commanding Officer the right that I considered to be mine to take my Company out with every officer and non-commissioned officer composing it, and I remember how I was told that it was not proposed to make any alteration in the form of the order detailing the officers and men for that particular Working Party, but I could, of course, go on with my men if I so desired—and I remember going. I also remember that the four other Company Commanders interpreted the order as I did, and took their Companies out complete.

The detail of what happened on that night I remember well, but I have no time to relate this to you

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here. All I can tell you is that the presence of the four Company Commanders, with their Companies complete, saved many casualties, and, incidentally, very materially helped the young Royal Engineer Officer to dispose them in the most expeditious manner; and the work in hand was grappled with in real workmanlike manner. But this was entirely because the 400 men consisted of properly formed units of the Battalion, viz., four complete Companies organised as Companies with their own officers and non-commissioned officers. Therefore, never permit a scratch lot of men to be taken for Working Parties, and keep your organisation, when your men are called upon to dig, etc., as you would when they are called upon to fight.

The next point of importance is what the individual Commanding Officer should do, and what his rôle is when his men are digging. I think that here, again, the solution is a simple one. If the Commanding Officer permits his officers and men to be marched out from their billets to work at night in all kinds of weather, what time he and his Second-in-Command and his Adjutant remain cuddled up before a nice bright fire, drinking rum punch or other equally exhilarating beverages, he and his Staff will certainly spend their night in warmth and comfort, but the men will not; and if they never see their Commanding Officer whilst they are at work, they begin to realise very quickly that he does not attach the same importance to digging and trench construction as he does to fighting and other important duties. And if he has gone out of his way to impress on his officers and men that digging and trench construction are just as important as fighting, and then never visits them when engaged on their work with the Royal Engineers and Pioneers, he will earn the reputation of being an officer who does not practise what he preaches, and, as such, will quickly lose the confidence of his command.

I am not suggesting that a Commanding Officer should live at night with his Working Parties, but I am suggesting that he should take a real live interest in

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their work. The best plan to ensure this is as follows :—

(*a*) If the number of men he is ordered to furnish approximates to the strength of his whole Battalion, then he and every officer should accompany it.

(*b*) If to half the Battalion, then he and the Second-in-Command should take it in turns to be present during the night.

(*c*) If small parties, e.g., one or one and a half Companies or less, then his Second-in-Command or Adjutant, and occasionally himself, should visit them.

This was the rule I observed in my Battalion, and it worked well.

Next in importance of the points connected with the Working Party comes the important question of the arrangement beforehand, if possible, of the details of the work to be carried out, distribution of party, rendezvous, etc.

The Second-in-Command of your Battalion, or whatever officer is acting as Works Officer, should, in conjunction with your Adjutant, and in close liaison with the Royal Engineers, supervise the whole of these arrangements, and every means should be taken to prevent the men being unnecessarily harassed by being taken out either too soon or by wrong and unsafe routes, or by being kept waiting at dangerous rendezvous huddled up in masses, with no one in authority to direct them to their work. This experience has been, and is to-day, the experience of so many Working Parties, and every time I hear of such experiences I attribute the cause always and at once to the incompetency on the part of the Commanding Officer, and to a failure on his part to realise the responsibility that is his to make such arrangements as will preclude the possibility of such untoward incident occurring to his officers and men. And I maintain that such things would never happen if you insisted on the Royal Engineer Officer coming to see you or your Second-in-Command,

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in order that every detail of the work might be first of all discussed and worked out beforehand; and it is, I submit to you, a duty you owe to your men to observe this excellent rule.

My final word to you regarding Working Parties generally and the work your men are called upon to do is this: There is nothing like a word of praise, both on the actual scene of operations, when the men are all out digging for all they are worth, and also afterwards on their return. If you never go yourself to see your men at work, you can never be in the position to apportion praise. You will certainly hear all about it from the Division if your men have not accomplished their task or have worked badly. It is just as well, therefore, that you should either go yourself from time to time and see them at work, and, when you do, get hold of the Royal Engineer Officer to accompany you when you reach the ground, and ascertain from him how your men are working, and, if his report is favourable, give them a word of praise and encouragement on the spot. It is astonishing what an effect the presence of the Commanding Officer, when his men are digging on a real foul night, has on their Moral if he knows what to do when he gets there. If you cannot go yourself, see to it that your Second-in-Command or the Senior Officer present invariably acts on these lines, and also have a standing order in your Battalion that this Senior Officer always makes a point of personally ascertaining from the Royal Engineer Officer whether he is satisfied or dissatisfied. If the former, then a suggestion to him that he should send a report into the Division, thereby ensuring a word of praise to them from the Divisional Commander, and this, if the men have really worked like Trojans, will not come amiss; and if the latter, let your Senior Officer go into the matter on the spot and rectify it.

I firmly believe, and I state this as a result of my own experience as a Company and Battalion Commander, that our work on our trenches, both back and front, and on our lines behind, would be twice as

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expeditiously carried out if the human touch and the personal interest from the top was a little more in evidence than it is to-day.

You Commanding Officers therefore see to it that you never fail yourselves in this respect, and your officers and men will bless you for your interest, and the encouragement that such interest gives to every officer, non-commissioned officer, and private working magnificently under the worst possible conditions for you and the honour of their Regiment.

There is another very important side to this question, and that is the part the Commanding Officer or his Second-in-Command can play in seeing that his men, when ordered out to work, are really required in the numbers demanded. Without wishing for a moment to say a single uncomplimentary word about our friends of the other arms, I do remind both you and them that there are such numbers as 15, 25, 35, etc., as well as 20, 30, 40, etc., and also other numbers such as 80 and 90 and 120 and 130, as well as the " stock " numbers 100 and 150. Officers of the Royal Engineers, Army Service Corps, and Army Ordnance Corps, who have to deal with Working and other Parties of Infantry, never quite seem to realise what the furnishing of that extra 5, 10, 20, or 30 men may mean to the Infantry Battalion, and they often call for parties in what I term their stock numbers, e.g., 100, 150, 200, 250, etc. Never do they call for parties of 80 or 90, or 130 or 140, or 180 or 190; no, it must be as stated. If, however, you give your Works Officer clear directions to report to you every time he considers men have been demanded in excess, and if you also act on the lines indicated, and frequently appear on the scenes, you may hit on a night when the numbers at work are obviously in excess of those required, and then you can represent the matter unofficially to your friends the Sappers, and ask them not in future to call for 150 or 200 men, when 130 or 180 would have done equally well

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(vi) A Few General Remarks.

There are in almost every sector of the line certain Royal Engineer and Pioneer Units and individuals of those units who are not under the Officer Commanding the Battalion holding that sector, but who at the same time may, in the case of attack, be either a hindrance or a help to the Commanding Officer. I especially refer to the Tunnelling Companies, and it is my intention here to outline quite briefly what I suggest should be the Commanding Officer's attitude regarding them. As a Commanding Officer I used to regard my Battalion sector as I would regard the barracks occupied by my Battalion in times of peace. That is to say, I regarded my sector as my home, so to speak, and the safeguarding of which was my one and only consideration. To provide adequately for its safeguard, I considered it my duty to be in touch with every individual engaged on work in my line, and no matter how great the secrecy or how confidential the nature of the work on which the Tunnelling Companies were engaged, I insisted on being informed as to the nature of the work, and what their rôle was in case of the line being attacked. To have mining operations going on in the sector for which you are responsible, and to know nothing about those operations, I considered then, and consider still, to be an act of criminal lunacy on the part of the Commanding Officer. It is due to your men that you should get in touch with the Royal Engineer Officer in charge of the mining operations, and that they should learn from him what the chances are of the enemy blowing up any part of your front. Having got this information, you can then dispose your men accordingly. This is from your own point of view. With regard to the actual Tunnellers or Miners, you can assist them in many ways as Battalion Commanders, if you know the nature of the work on which they are engaged, and they will appreciate your efforts on their behalf very much.

In some sectors the Tunnelling Companies have their orders regarding their rôle in case of attack given them by their Officer Commanding Companies. What those

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orders are should and must be known to you. It will therefore be necessary for you to get into touch immediately with the Tunnelling Officer, and ascertain his general dispositions in case of attack, and see that they fit in and do not clash with yours.

Again, with regard to Signal Companies, it has happened that Corps Signal Officers have entered sectors held by Battalions, and neither with or by your leave they have commenced to lay cables along the trenches, both fire and communication, without any reference to the Officer Commanding the sector, and I have known cases where I have, as a Brigadier, found a whole width of fire trench completely put out of action by a Signal Company entering my trenches, and without a word either to me or to the Officer Commanding the Battalion holding that sector, digging up the trench from end to end, and making it impossible for the garrison to use it as a fire trench. This happened in the 14 Bis sector in the Loos trenches, and in the same sector a Signal Company laid a cable in an inch pipe along the floor of a long communication trench, leaving the pipe unburied, and at least in places a foot above the level of the trench, rendering the latter entirely unserviceable as a communication trench. This could never have happened had there been close liaison with the Corps Signal Officer, and if the Commanding Officer of the Battalion in whose sector these operations occurred had declined to permit any work to be undertaken in his sector without the whole plan having been first of all disclosed to him.

And this is the point I am trying to make and to impress on you, e.g., That you are the king, so to speak, of your sector, and that as king you should never permit your kingdom to be violated, or any part of it dug up without your knowledge; and I make this further point, and that is this: — If outside units will have the civility and common sense to tell you of their plans, and to invite your co-operation, their task will be very appreciably lightened, and the work will be very much more expeditiously carried out.

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The last point I would like to emphasise is the importance of the Commanding Officer knowing how to inspect work carried out by his Battalion or by the Royal Engineers or Pioneers. It is absolutely essential that he shall be able to judge when the work has been well or badly executed. He cannot do this, neither will his daily walk round the trenches be of the slightest use, if he comes to a part of the line in which a Company or a Platoon has been at work on, say, a traverse or a revetment, or a dugout, and he is unable to place his finger on both the bad and the good spots in that work. He can only do this provided he has knowledge, and he can only acquire the knowledge by private study and practical experience, and it is his duty to acquire this knowledge at once. I have been able to inspect my line, and to call up an officer or a non-commissioned officer and to apportion praise and blame for the work done, and all my officers and men have known that I was able to discern the good from the bad. The effect of this was very manifest right throughout the work of the Battalion at all times. I therefore strongly urge you to get knowledge of the first principles of drainage, revetments of all kinds, wiring traverses, trench construction, etc., so that you may always appear in front of your men as their true leader.

I conclude this part of my address by saying that it will repay you over and over again to have the Officer of the Royal Engineers and the Pioneers at work on your sector into a meal in your dugout, and to see that your Company Officers are equally hospitable. And if you can, when a section of Royal Engineers has carried out some especially nasty piece of work under very adverse conditions, arrange to give them a drink of coffee or a tot of rum before they leave your line; the entente between you and your Sappers and Pioneers will be established for ever. In my Battalion, in the winter of 1914-15, we used to look after our Sappers in this manner down on the River Souve, and I knew what it meant both to them and to us.

I had said that I had made my last point to you under the heading of "General Remarks," but I have

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not. There is one still remaining, and one that is perhaps the most important of all. Make it a golden rule never to call for Sappers or Pioneers to come and help you on work which you really ought to be able to carry out unaided.

I know of Battalions whose reputation was well known for calling out for Sappers and Pioneers at all times and places to come and do work which really they ought to have done themselves. But it was not an enviable reputation. I know that in good Regiments Commanding Officers will do anything rather than call on the hard-worked Sappers to come and do something which he knows is a difficult job, but which he is determined to attempt himself, rather than appeal to others. Such Regiments will always stand high in the estimation of the Field Companies and the Pioneer Battalions, and my advice to you is: "Range yourselves rather on the side of this type of Battalion than with the other."

(B) OPEN WARFARE.

There is very little to say regarding the Commanding Officer and his relations with the Royal Engineers in open warfare. The Field Companies may not be so much in evidence during an advance or an attack as they are in trench warfare, attack or defence, but this will not absolve the Commanding Officer from getting to know exactly what the rôle of the Sappers in open warfare is, and so of being able to co-operate in the truest sense of the word with them if and when the occasion presents itself. Beyond this I have nothing to say.

IN BILLETS.

I now propose to finish my address by suggesting to you what benefits and advantages a close entente will bring to your Battalion, when resting either for long or short periods behind the line. If you know your Field Company or your Pioneers well, you will in the event of your deciding to put your companies or certain selected officers and men through a short course of

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Field Engineering, be able to obtain quite unofficially and without fuss of any kind the services of one or two Sappers to assist you, and they, of course, will be of the greatest assistance to you. If in addition the Officer Command.ng the Field Company or the Pioneer Battalion will either come himself, or occasionally send an officer over to see your classes at work, so much the better. But this officer will not come, neither will the two Sappers be available, unless you have definitely and designedly established a proper feeling in your Battalion towards the Royal Engineers and Pioneers.

Again, a series of inter-Company or inter-Platoon Competitions in rapid wiring, digging, revetting, with the Sappers arranging the details of the competition and judging in it, proves an excellent means of cementing the friendship between the two arms, and certainly adds to the proficiency of the men. But here again it must be the Commanding Officer who must set the ball rolling.

And finally there is the benefit to your whole Battalion to be derived from getting the C.R.E. or other Royal Engineer Officer to give your men a series of addresses on the rôle of the Royal Engineers and the Pioneers, and introducing into the subject the many ways open to the two arms to co-operate to attain their end.

I can say no more, except perhaps to ask you to take to heart every word I have said to you, and to act on the lines indicated all through this address; and I know that if you do, your relations with those splendid and gallant officers and men of the Royal Engineers will always be of the most cordial description; and not only will this be the case, but because of the happy state of things prevailing you will achieve results which, under any other circumstances, would be impossible of achievement, and all the time you will be rendering your side a real service and adding much to the reputation of your Regiments.

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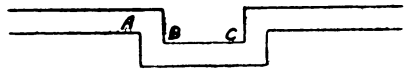
PART II.

NOTES ON THE CONSTRUCTION OF TRENCHES.

1. Normally fire bays should be from 15 to 30 feet in length, remembering that if trenches are subject to enfilade fire it is advisable to keep the length of the fire bays down to the former figure.

As regards traverses, these must be made very solid if they are to be of any use. Not only must they be made solid, but they must come sufficiently far back to afford the garrison protection when they are being subjected to an enfilade fire.

(i)



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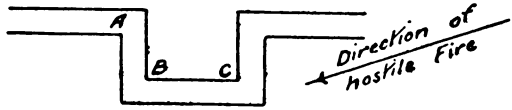

In the diagrams given above, if the direction of fire is as shown by the arrow, the point where protection can be obtained is between A and B.

In Fig. i., with a shallow traverse, no matter what the thickness from B to C may be, there is very little protection for the garrison.

Traverses must be made deep, i.e., from front to rear, as in Fig. ii. The labour involved in building these traverses depends, unfortunately, on their depth from A to B, and not on their thickness from B to C.

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Consequently, if you intend to construct a solid and safe line you must be prepared to construct deep traverses and allow for the additional labour that these traverses require for their construction.

It has been found by experience that the minimum measurements for a traverse should be at least 15 ft. deep and 15 ft. across.

2. Having decided that large and solid traverses are necessary, we must now decide on the type of fire trench to be constructed.

It is undesirable to lay down any fixed measurement, but the following conditions must be fulfilled :—

(a) Every man of the garrison must be able to use his rifle comfortably.
(b) There must be freedom of movement for men not actually manning the parapet.
(c) Also protection for men not actually manning the parapet.

In order to fulfil conditions (b) and (c) a trench will normally be built with a fire step. This allows the garrison to man the parapet while other troops can be moved along the trench, and protection will be afforded if this trench is dug sufficiently deep.

3. *Communication Trenches.*—These trenches, besides giving protection from fire, must be constructed to ensure freedom of movement. It will therefore be necessary to dig them deep to obtain the necessary protection, but the width of a communication trench is a still more important point. The length of a G.S. shovel is 2 ft. 8 in., and it should always be possible to lay a shovel across the bottom of a communication trench at any stage of its construction.

The siting of a communication trench is a matter requiring careful reconnaissance, especially if the trench has to be constructed on a forward slope.

Whatever the system adopted to secure protection from enfilade fire, whether it be traverses, zigzags, or

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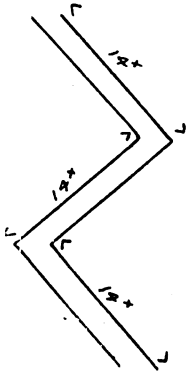
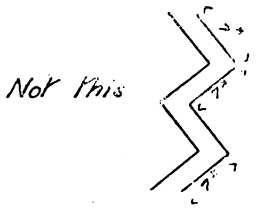
curves, the same principle applies as in the construction of a fire trench, viz., make your traverses, zigzags or curves all of solid and of grand dimensions.





In the construction of all trenches, a berm of at least 1 ft. 6 in. should be left between the parapet and the cutting edge. If this is not done from the commencement it entails a lot of extra work later on, as the weight of earth of the parapet coming right on to the edge of the trench often results in the sides giving way.

In communication trenches arrangements should be made for frequent passing places, where men in full marching order can pass one another without difficulty.

In addition steps leading out of the trench should be constructed every 100 yards or so.

Communication trenches often offer a very valuable means of flank defence, and with this object in view it may often be desirable to construct fire bays in communication trenches.

It is inadvisable to make fire recesses in communication trenches, as this adds to their width at the top.

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The best method is to dig T heads or short lengths opening off the communication trench.

The practice of undercutting trenches (both fire and communication trenches) so as to obtain additional protection or make resting places for men should not be allowed. It is the natural instinct of the men to scoop out these places, but when once carried out on any scale, the trench is destroyed, and so the construction of the niches finally defeats its own end.

4. *Marking out of Trenches.*—When it is necessary to construct a new line of trenches, the cutting edge of the trench is usually marked out by means of a single tracing tape. This tape represents the front cutting edge of the trench.

As this tracing tape is a broad white tape, it follows that if your new trench has to be constructed in "No Man's Land," it cannot be traced out except when the night work is about to commence. The tracing out of a trench takes time, and if time is a matter of importance, it is recommended that the trace of your trench should be marked out on the night previous with string. By adopting this method the tracing party on the night that the trench has to be dug has only a simple job to perform, namely, to follow the line of string (which is invisible to the enemy by daytime) and replace it with tape. There is no need then to bother about measurements, as that has already been done when pegging out the string.

This system was adopted with success when laying out a very large system of assembly trenches for the offensive previous to the 1st July, 1916.

5. *Distribution of Working Parties.* — Working parties should be organised into small units, say platoons, so that they may be efficiently controlled and go on to their tasks quickly.

Arrangements should then be made for the Officers in charge of these parties to meet the Officers of the Field

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Company with whom they are about to work. After the Engineer Officers have pointed out on the ground to each Officer in charge of a working party the exact work he has to carry out, then those Officers in charge of parties will return and bring up their parties direct on to the work to be carried out.

The normal method of extending men on to their work is :—

(a) To lead them in single file to one flank of the task. The Commander then leads the way along the tape, allotting a task to each man, the men wheeling to the left (or right) as the column moves along.

(b) Another method is to bring the party up on one flank, and then lead down along the line of the tape. When the whole party is on the tape the Officer in charge allots tasks commencing either from the front or rear. This method usually leads to a lot of concertina-ing and re-adjusting of distances. It is not to be recommended.

(c) Another method is to extend the party in rear of their task and to lead the men direct on to their work. This is by far the quickest method, but it is very difficult to maintain control. When a task has already been taped out the method mentioned in (a) should be adopted in preference to this; but if the trench to be dug has not been previously taped and it is intended to dig the trench without this preliminary, this method would then very likely prove useful.

In digging any trenches men should be trained to work to a level bottom, i.e., they must never leave tell-tales between the tasks, and not work deeper than the men on either side. If this precaution is neglected it will be found that the trench very soon becomes waterlogged, and is ruined in consequence. It is the duty of the

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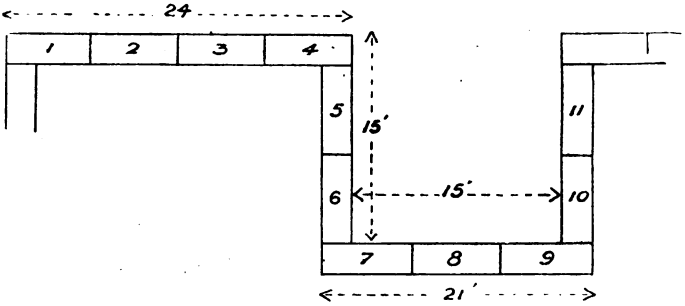
officer in charge of the party to satisfy himself that the task allotted has been satisfactorily carried out, and that, when the task is a trench, it is continuous, and that the bottom of the trench is free from lumps and holes. In checking measurements when constructing a trench, it is useful to remember that the regulation shovel is 2 ft. 8 in., and the pick 3 ft. in length.

6. The task for each man depends upon the nature of the soil, but taking the section of the first relief as a trench 3 ft. by 3 ft., it should be possible to complete a length of from 5 ft. to 9 ft. during the first four hours.

If a trench is to be dug with fire bays of 18 ft. or 24 ft., and the task is taken to be about 60 cubic feet, the following gives an example of the distribution of the men :



7, 8, and 9 will have a task of $7 \times 3 \times 3 = 63$ cubic feet, while the others have a task of $6 \times 3 \times 3 = 54$ cubic feet, but these latter have the levelling of the parapet to attend to.

If a trench has to be dug in the presence of the enemy, it should, if possible, have the trace reproduced in the back area, and the men practised in extending along the tape so as to avoid confusion.

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PART III.

REVETMENTS.

It may be taken as an axiom that no trench, unless it is in rock or sound chalk, will stand for very long unless it is well revetted.

Owing to limitations of space, it is only proposed to deal with the following types of revetment :—

1. Sandbag.
2. Continuous revetment.
3. Hurdles.
4. Frames.

Sandbag.

Sandbags should be filled three-quarters full, and when flattened out should measure 20″ × 10″ × 5″.

When filling sandbags the bottom corners must be well tucked in, and it helps if the mouth of the bag is turned over for about 3 inches. Sandbags are laid either as "headers," i.e., the length of the bag at right angles to the face of the revetment, or as "stretchers," i.e., the length of the bag in the plane of the face of the revetment. In laying bags the "choke," or mouth, should be folded underneath the bag. The chokes of headers and the seams of stretchers should always be turned in to the bank, as the chokes are apt to come united, and the seams to burst. The bags should be beaten into a rectangular shape as soon as they are laid.

The chief points in building a sandbag revetment are as follows :—

(1) The face of the revetment should be at a slope of 4 in 1.

(2) The sandbags **must** be laid at right angles to this slope, and not horizontal. A bed for the bottom course must therefore be prepared with a slope of 1 in 4.

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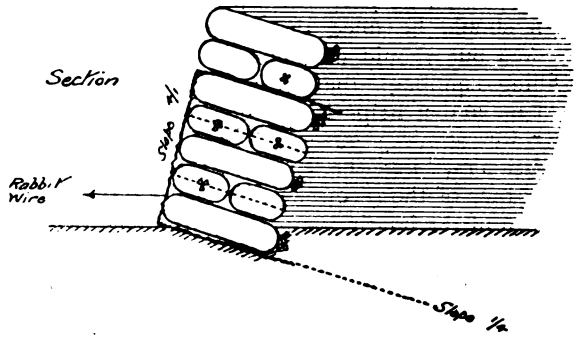
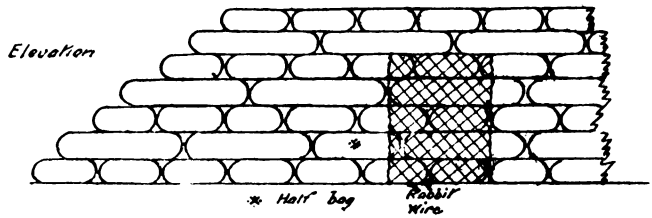
(3) Sandbags must be bonded, i.e., the bags of each course must break joint with those of the courses above and below. They should be laid in alternate rows of headers and stretchers. If difficulty is experienced in breaking joint, a half-filled bag will usually put things right.

(4) The revetment should start and finish with a row of headers.

A sandbag revetment will last very much longer if rabbit wire netting (two thicknesses) is placed over the face. Place one end of the rabbit wire on the bed, and build up the sandbags on it. Before laying the two top rows, pull up the netting, turn it over the top row, and build the last two rows on top of it.





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Continuous Revetting.

In this type of revetment the revetting material is placed against the bank and held there by angle iron or wood pickets about 4in. diameter.

These pickets should be driven 18 in. or 2 ft. into the bottom of the trench, and are anchored back at the top. This anchoring is the most important and the most difficult part of this revetment. The anchor is usually a 3-foot picket, driven 2 feet into the ground. It should never be less than 10 feet from the revetment, and may be as much as 30 feet in bad, holding ground.

The pickets are tied back to the anchor by six to eight strands of plain wire. This wire should be attached to the anchor at ground level, and to the revetting picket just above the revetment. The wire should be windlassed up tight to draw the picket and revetting material close in to the bank.

When rabbit netting is used as the revetting material, some form of backing is required to prevent the soil from being squeezed through the mesh.

Hurdles.

These may be of brushwood, or framed hurdles made of squared timber and covered with some revetting material. In the case of hurdles, the pickets are part of the hurdles, and are driven in to the bottom of the trench and anchored back in the same way as in the continuous revetting.

Frames.

Frames have been designed to do away with the difficulty of anchoring.

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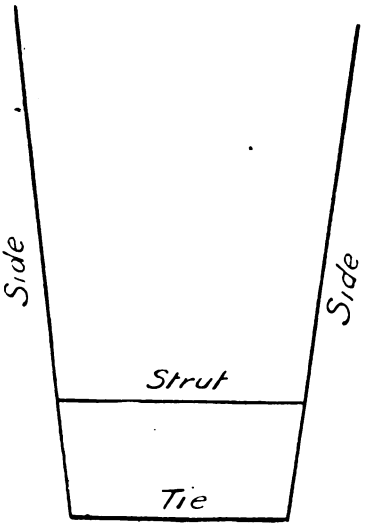
They will usually be made by the Royal Engineers Diagramatically, they are as follows :—



The strut forms the bottom of the finished trench, and on it the trench boards are placed.

To make a revetment with these frames, the trench must be dry or cleared out to the measurements required by the particular size of frame. The revetting material is placed against the sides, and the frame dropped into position. Frames would generally be about 3 feet apart, but this depends on the revetting material used. Frames will not be long enough, as a rule, to reach to the top of the trench. The revetting would be finished off with a few layers of sandbags.

Revetting by this process is done inside the trench and therefore can be done by day.

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PART IV.

OBSTACLES.

Tactical Use.

The use of an obstacle is to check a hostile rush and delay the enemy under the close fire of your defence.

Distance from Parapet.

There are two factors which govern the distance of the obstacle from the parapet, viz. :—

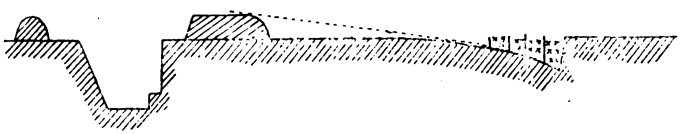
(1) To keep the enemy at such a distance from the parapet that he cannot bomb your trench.

(2) To stop the enemy under close observation and close fire from your trench.

Forty yards from the front edge of the obstacle to the parapet will meet the above requirements, so long as the contour of the ground admits.

Concealment.

The value of an obstacle will be increased if it can be concealed. If it is possible to site your obstacle in a fold of ground, so much the better. It is sometimes possible to dig your obstacle in, but care must be taken that cover is not afforded to the enemy. Surplus earth should be carried back and placed in the parapet.



Requirements.

Obstacles should be made in such a way that the following conditions are fulfilled :—

(1) The wiring party should be extended and never bunched together.

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(2) You must have silence. Therefore every man must know exactly what he has to do.

(3) You want speed. Therefore you must have method. No getting in each other's way.

(4) You want to arrange matters so that, if possible, the wiring party never has the obstacle between themselves and their trench.

(5) You want an obstacle which will suffer as little as possible from hostile gun and small arm fire, and from your own rifle and machine gun fire.

The following examples are given as a guide to show how obstacles can be constructed to fulfil as many of these conditions as possible :—

1. Systematic Wiring.
2. Rapid Wiring.

SYSTEMATIC WIRING.

This is a high wire entanglement, and makes a good obstacle. It is what every Officer should aim at having in front of his trench.

Where bad wire exists, the best policy is to put out "Systematic Wiring" instead of repairing the old wire, the reason being that finality and efficiency are obtained when working on a definite plan.

Systematic wiring can be constructed at the rate of 30 yards in one hour. This is a low estimate.

The following is the organisation required for systematic wiring :—

Drill for 12 men, under one non-commissioned officer.

Tell off four squads of three each.

Letter squads A, B, C, D.

Number men in each squad 1, 2, 3.

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	Stores Carried.	Duties.
A	1. Takes a maul, hammer or twister.	Drives in stakes or pickets.
	2. Takes two long pickets.	Holds, and is responsible for, distance and direction.
	3. As many long pickets as he can carry.	Feeds.
B	1. Takes a maul, hammer or twister.	Drives in stakes and pickets.
	2. Takes two short pickets.	Holds, and is responsible for, distance.
	3. Takes as many short pickets as he can carry.	Feeds.
C	1. Takes a coil of wire.	Runs out coil.
	2. Gloves and a coil of wire.	Dumps coil, and fixes wire in position.
	3. Gloves, cutters and coil of wire.	Dumps coil, assists.
D	1. Takes a coil of wire.	Runs out coil.
	2. Gloves and a coil of wire.	Dumps coil, and fixes wire in position.
	3. Gloves, cutters and a coil of wire.	Dumps coil and assists.

SYSTEM OF WORKING.

A. Squad starts over parapet and drives in long pickets, completing the front row first. They must drive pickets in at least two feet.

B. Starts just after A, and drives end anchor picket, and then one picket three yards from each long picket in front of front row and behind back row.

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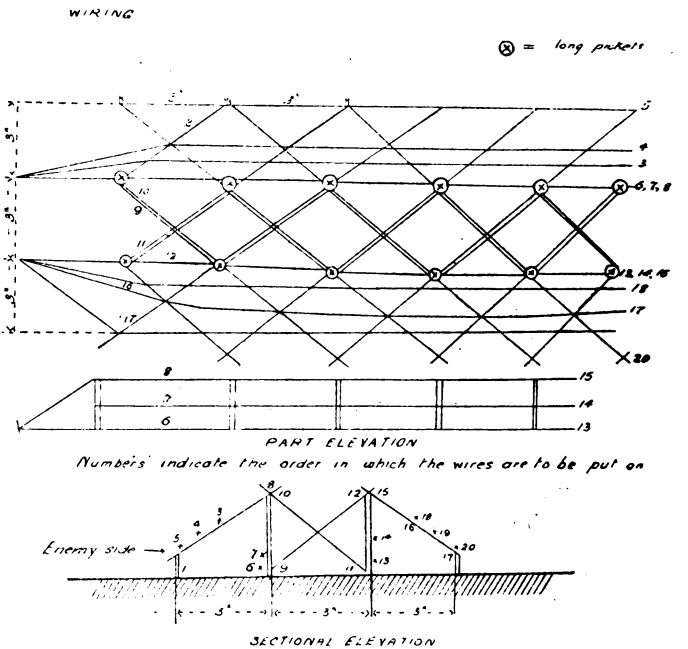
C. Starts five minutes after B Squad, and runs out and fixes first wire.

D. Fixes second wire in similar manner.

The whole twenty wires are then put on in order shown in the diagram, A and B squads joining in when they have finished driving their pickets.

All squads must work starting from same end.


WIRING
⊗ = long pickets
PART ELEVATION
Numbers indicate the order in which the wires are to be put on
Enemy side
SECTIONAL ELEVATION

RAPID WIRING.

This obstacle is an apron fence, made with screw pickets.

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Description.

In consists of a row of long screw pickets spaced four yards apart, and wired with four horizontal strands of barbed wire. On each side of this central fence is placed a roll of French wire. The long screw pickets are anchored back to short screw pickets on each side, and two or three horizontal strands of barbed wire are fixed on the apron each side.

Details of Construction.

The details of construction are as follows :—

(1) Place the line of long screw pickets four yards apart, starting and finishing with short screw pickets as anchors.

N.B.—Forty yards is a convenient length, as this takes two coils of French wire each side.

(2) Fix the four horizontal strands of barbed wire, starting from the bottom.

(3) Fix coils of French wire on each side of the central fence.

(4) Place the short screw pickets on the enemy's side of the fence. These should be placed opposite the long screw pickets, and 5 feet from them.

(5) Place the short screw pickets on your side of the fence. These should be placed in the centre of the intervals between the long screw pickets, and 5 feet from the central fence.

(6) Fix two anchor wires on the enemy's side. One starts at the first long screw picket, thence to second short screw picket, third long picket, fourth short picket, and so on. The other starts at first short screw picket, thence to second long picket, third short picket, fourth long picket, and so on.

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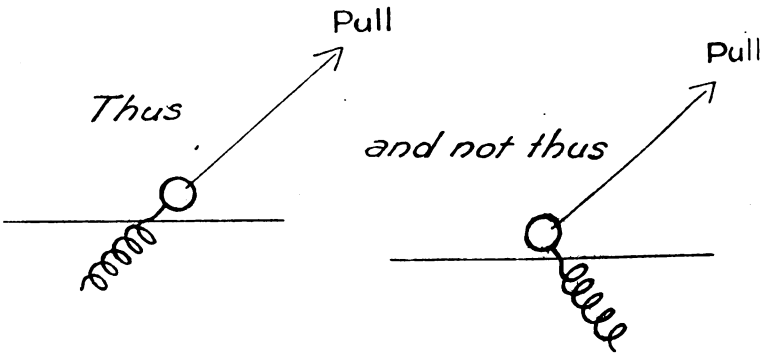
(7) Fix anchor wire on your side of the obstacle. This starts at first long picket, thence to first short picket, second long picket, second short picket and so on.

(8) Fix two or three horizontal wires on the apron each side of the obstacle.

Notes.

(a) Short screw pickets should always be screwed into the ground in the same direction as the pull on them—not at right angles to the pull as in the case of wood pickets.



(b) All screw pickets should be so screwed in that the heads in each row are turned in the same direction. This facilitates the work of the men fixing the wires.

(c) For screwing in the pickets, men should be provided with a pick-shaft, entrenching tool handle, or similar piece of wood.

(d) For fixing the barbed wire, men should usually work in pairs, one man unrolling the coil, the other fixing the wire.

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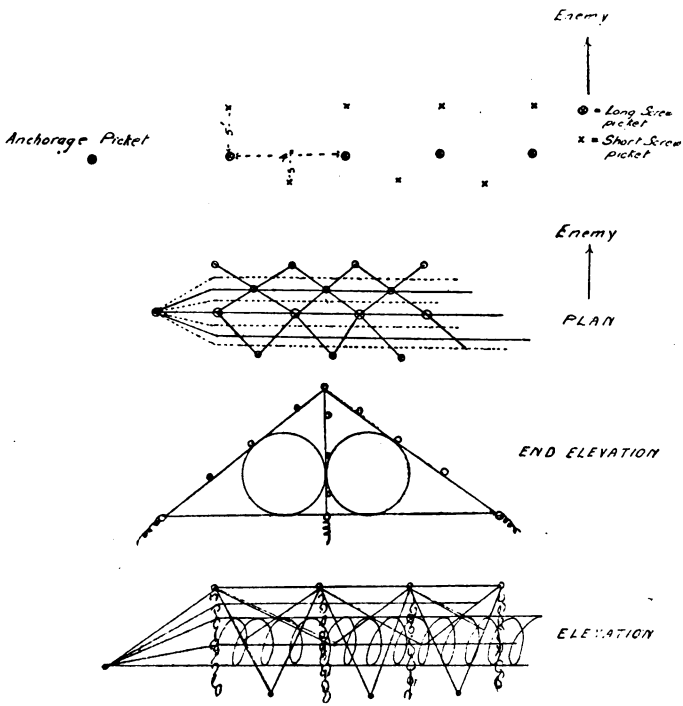
(e) The French wire should be stapled down every five yards, and should also be bound or twisted to the barbed wire in as many places as possible.

The following diagrams explain this obstacle :—



From the above details every officer should be able to get out a drill for constructing this entanglement.

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Advantages.

It forms a very efficient obstacle, but its chief feature is the speed with which it can be constructed. A trained party has constructed 50 yards of this obstacle in 4½ minutes, under "peace" conditions.

Uses.

The characteristics of this obstacle render it extremely useful for wiring strong points in a captured position, and in the consolidation of craters. Systematic wiring can be put up behind it when opportunity admits.

Barbed French Wire.

Obstacles, in the construction of which French wire is used, become much more efficient if barbed French wire is used instead of the ordinary plain French wire.

Barbed French wire is not an article of store, and the method of making it is given below. Barbed French wire is not so easy to handle as the plain, and therefore the construction of the obstacle will not be so rapid.

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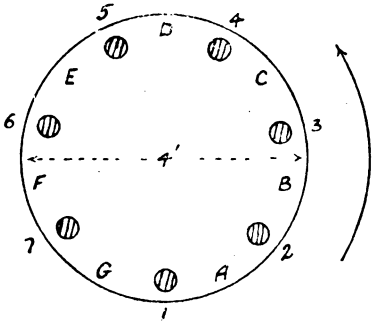
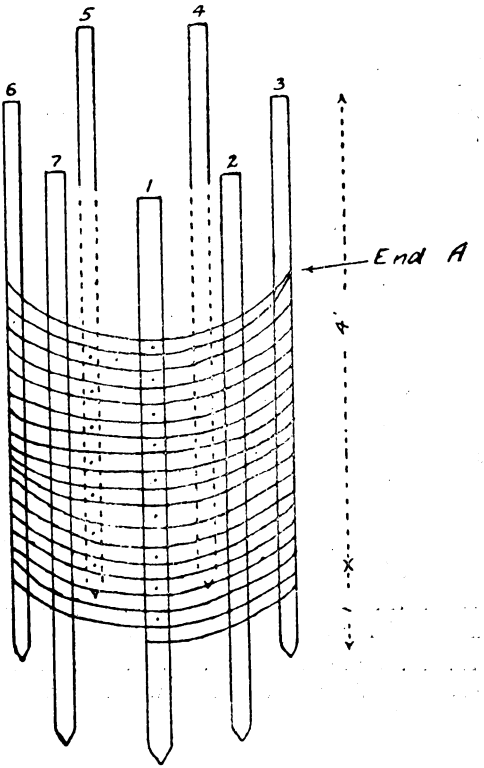
BARBED FRENCH WIRE.





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Erect seven stout pickets as shown, in the circumference of a circle 4 feet in diameter.

For clearness in explaining the system of constructing this wire, we will letter the spaces between these pickets A, B, C, D, E, F, G. Tell off four men to these spaces as follows :—

No. 1 to A and B.
No. 2 to C and D.
No. 3 to E and F.
No. 4 to G.

Each of these men is provided with a bundle of short wires for binding. No. 5 takes a coil of barbed wire, makes the end fast to No. 1 picket, and then winds the wire twice round the ring of pickets. Nos. 1, 2, and 3, binding numbers, each bind the two strands of wire together in his left-hand space, and No. 4 does the same in his space. Thus the wires are bound in A, C, E, and G spaces.

The wire man continues to pass the wire round the circles, and as the next circuit is made Nos. 1, 2, and 3 bind the top two strands in their right-hand spaces, i.e., B, D, and F. No. 4 does not bind.

The process is continued, Nos. 1, 2, and 3 binding the top two wires in their left and right spaces alternately. No. 4 only binds every other round, namely, when 1, 2, and 3 are binding in their left spaces.

The wire man should walk slowly round the pickets, the binding men binding their strands as soon as he has passed them.

If a smaller mesh is required, the wire can be made on nine pickets, in which case five binding numbers will be required. The number of pickets must be uneven.

When the coil is finished, it is slipped off the pickets and bound for carrying purposes.

When required for use, the binding wires are cut, and the coil pulled out in the same way as plain French wire.

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This wire is much less conspicuous if rusty wire is used instead of galvanised.

Sixty-five turns round the pickets will make a coil which will pull out to 20 yards. This takes about 270 yards of barbed wire. Five men will do this in about 25 minutes.

This size of coil is rather awkward to handle, and it may be advisable to make it with a single coil (100 yards) of barbed wire. The completed coil will pull out to about eight yards.

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CHAPTER XIV.

BATTALION ORGANISATION, INTERIOR ECONOMY, Etc.

PART I.

BATTALION ORGANISATION.

Copy of G.H.Q., O.B./1919, dated 7th February, 1917, on the subject of Battalion Organisation.

1. After considering the numerous recommendations received regarding the organisation of the Infantry Battalion, the Commander-in-Chief has decided generally to adhere to the organisation as it stands, and directs that no fundamental change is to be made in the authorised organisation of an Infantry Battalion. But in order to ensure the necessary degree of uniformity of training and tactical method throughout the Army, it is necessary that there should be similarity of organisation in all Battalions. The following instructions are therefore issued :—

Battalion.

2. The Battalion will continue to consist of :—

(a) Battalion Headquarters.

(b) Four Companies, consisting of four Platoons of four Sections each.

Battalion Headquarters.

3. In addition to the personnel shown in War Establishments as forming part of the Battalion Headquarters, certain other personnel will be attached. This personnel, which is principally employed on administrative duties, will be temporarily detached from Companies whilst so employed, but will remain on the establishment of the Companies for accounting purposes. A Headquarters Company as such will not be formed.

The detail of the personnel included in the Battalion Headquarters is given in Appendix I. The total should not exceed 150 other ranks.

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The personnel composing the Battalion Headquarters can conveniently be divided into two categories, namely, the fighting portion and the administrative portion. The former will be grouped into sections, each under a Commander. The strength of the latter will not exceed 80 other ranks.

Companies.

4. Each Company will consist of :—

(a) Company Headquarters.
(b) Four Platoons.

Company Headquarters, the strength of which should not exceed 14 other ranks, will be composed entirely of fighting troops, and will be formed as a Section, under a Commander.

Platoons.

5. The Platoon, the minimum strength of which should not be allowed to fall below 28 other ranks, and the maximum strength of which will normally not exceed 44 other ranks, will consist of :—

(a) Platoon Headquarters.
(b) Four Sections, permanently organised, each with its own leader and an understudy.

Platoon Headquarters, the strength of which should not exceed four other ranks, will be composed entirely of fighting troops.

The composition of the Sections will normally be :—

(a) One Section Lewis Guns { Lewis Gunners, except Nos. 1, to carry a rifle and bayonet, and to be proficient in their use.
(b) One Section Bombers.
(c) Two Sections Riflemen, containing a proportion of Rifle Grenadiers.

6. The organisation outlined above is designed to create a fighting machine composed solely of fighting

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ranks, and distinct from the necessary administrative establishment.

7. The essence of this organisation is :—

(a) That the Platoon should constitute a Unit for fighting and training, and should consist of a homogeneous combination of all the weapons with which the Infantry is now armed.

(b) That specialists should all be with their Platoons and Companies, except such as may be required at Battalion and Company Headquarters, either for purposes of fighting or for instructional duties.

(c) That every portion of the Battalion, including the fighting portion of Battalion Headquarters and Company Headquarters, should consist of a certain number of permanently formed units, namely, Sections, each under its own Commander.

(d) That the rifle and bayonet is the first, and the hand grenade the second, weapon of every soldier, and that all men in Rifle Sections must be trained in the Lewis Gun and the Rifle Grenade, so as to be ready to replace casualties amongst the personnel employed with those weapons

(e) That every man is available for working and carrying parties, irrespective of the weapon with which he is armed.

(f) That one Lewis Gun, with its detachment, is allotted to each Platoon. Although this will be the normal organisation, it may often be advisable, in dealing with particular tactical situations, to allot a second Lewis Gun to a Platoon, or to withdraw temporarily one, two, or more of these guns from Platoons for special tactical employment under the orders of Company or Battalion Commanders. It is to be clearly understood that the normal organisation herein laid down is not intended to

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interfere with any such temporary special grouping or employment, as circumstances may render desirable.

Para. 5, page 17, of "Instructions for the Training of Divisions for Offensive Action" will be amended accordingly.

8. In order to meet the varying conditions under which Battalions serve, to allow of more flexibility as regards the number of men detached for extra regimental employ, and to meet the case of heavy battle casualties, a maximum and minimum strength has been laid down for the Platoon.

During active operations, should casualties be such as to reduce the strength of Platoons below the minimum figure given, the necessary numbers will be obtained by the temporary amalgamation of Companies in the Battalion, or Platoons or Sections in the Company, as best meets the exigencies of the case.

Under normal circumstances, during periods of trench warfare, Platoons must not be allowed to fall below the minimum strength laid down, but must be kept at that strength by the recall of men from extra regimental employ, when necessary. Every effort must be made to increase the strength of Platoons by reducing the number of employed men.

The Commander-in-Chief wishes Army Commanders to give their special attention to this matter. The number of men employed extra regimentally is at present very great, and involves a loss in fighting power of approximately 3,500 men per Division throughout the Army. By a careful application of the regulations under which reinforcements may be demanded to replace non-effectives, by pooling, and by rigorous combing-out, it should be possible to reduce this number so that it does not exceed an average of 150 men per Battalion.

(Signed) L. E. KIGGELL,

Lieutenant-General, C.G.S.

GENERAL HEADQUARTERS,

7th February, 1917.

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NOTE.—*Appendices* I (*a*), *I* (*b*), *I* (*c*), *and II are official. Appendix A has been drawn up by the Senior Officers' School.*

APPENDIX I. (a).

BATTALION HEADQUARTERS.

FIGHTING PORTION.

Officers.

Commanding Officer	1	
Second-in-Command	1	
Adjutant	1	6
Lewis Gun Officer ...	1	
Signalling Officer ...	1	
Bombing Officer ...	1	

Other ranks.

Sergeant-major	1
Orderly-room clerk ...	1
Gas	2
Signallers	13
Stretcher bearers	4
Runners	9
Pioneers	11
Cooks	2
Batmen	6
	49

Balance to be made up by additional stretcher bearers, runners, police, or scouts, at the discretion of Battalion Commanders 21

Total 70

ADMINISTRATIVE PORTION.

Officers.

Assistant Adjutant	1	
Quartermaster ...	1	3
Transport Officer ...	1	

Other ranks.

Quartermaster - sergeant and storemen	3
Company quartermaster-sergeant and storemen	8
Transport establishment and grooms	45
Shoemakers	3
Tailors	3
Butchers	2
Postman	1
Cooks	2
Batmen	3
	70

Balance to be made up by additional shoemakers, tailors, cooks, transport establishment, police, sanitary men, or watermen, at the discretion of Battalion Commanders ... 10

Total 80

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APPENDIX I. (b).

COMPANY HEADQUARTERS.

Company sergeant-major	1
Signallers	4
Runners (including 1 Batman)	4
Batman or cook	1
	10
Balance to be made up by additional stretcher bearers, runners, or scouts at the discretion of Company Commanders	4
Total	14

APPENDIX I. (c).

PLATOON HEADQUARTERS.

Platoon sergeant	1
Signaller ... ... / Runner ... ... / Batman	3
Total	4

Note to Appendices I. (a)—I. (c).—These numbers do not include those mentioned in S.S. 135, page 58, "Numbers to be left behind when the Battalion takes part in the Attack," as it should always be possible to replace those left behind by an equivalent number of men withdrawn from classes, extra Regimental employ, etc.

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General Headquarters Amendment to Sect. XXX, para. 2, page 58, of "Training of Divisions for Officers in Action."

APPENDIX II.

NUMBERS TO BE LEFT BEHIND WHEN THE BATTALION TAKES PART IN THE ATTACK.

		Per Battalion.
In each Battalion—		
Company sergeant-majors	2	
33 per cent. signallers	10*	
33 per cent. runners	13*	
Gas instructor	1	
Bombing instructor	1	
Lewis gun instructor	2	
Any other instructors in special work, such as dug-outs	3	
Total	32	32
In each Company—		
Sergeant	1	
Corporal	1	
Lance-corporal	1	
Total	3	12
In each Platoon—		
Rifle bomber	1	
Scout and sniper	1	
Lewis gunners	2	
Total	4	64
GRAND TOTAL		108

* If up to full strength.

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PART II.

LECTURE BY LIEUT.-COLONEL C. H. N. HILL, D.S.O., East Lancashire Regiment, on BATTALION ORGANISATION.

1. I must necessarily deal with numbers and discussion of those numbers—dry stuff to listen to. As against that, it is a subject a great many of you have strong ideas upon, especially as regards employ and experts, their numbers and use. You can compare what is suggested here with what holds good in your own Battalions; think over the points and discuss them.

Why has Battalion Organisation presented difficulties? These are some of the reasons :—

(1) Heavy casualties, succeeded by uneven and scanty distribution of drafts.

(2) Extraction of men for outside work—Trench Mortars, Tunnelling Companies, etc., etc.

(3) Training going on all the time.

(4) Inexperience of some Officers as regards organisation.

(5) No help from higher authorities till as late as February, 1917, when the difficulty was realised, and O.B./1919 was produced by G.H.Q.

2. Main points showing importance of good organisation :—

(a) **Tactics** and **Organisation** must hang together.

It is impossible to work out details of attack or any operation unless you, as Commanding Officers, know your numbers and whereabouts of those numbers. You as Commanding Officers must have details of your machinery at your fingers' ends, and the machine taken

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into action must be in perfect order. You ORGANISE to FIGHT—the only important thing. Before fighting you must train, and before training, ORGANISE.

(b) **Suitable blending of weapons** with which the infantry are armed. To quote O.B./1919, para. 7 (a): "The platoon should constitute a unit for fighting and training, and should consist of a homogeneous combination of all the weapons with which the infantry is now armed." (See also Instructions for the Training of Divisions for Offensive Action, page 17, para. 5.)

"The composition of the sections will normally be :—

1 Section Lewis Gunners.
1 ,, Bombers.
2 Sections Riflemen, containing a proportion of Rifle Grenadiers."

Or we can see the situation—real open warfare—when that composition will be: 1 Section Lewis Gunners, 3 Sections Riflemen, with some bombs and rifle grenades. Depends on TACTICAL situation. To quote again para. 7 (a) :—"The rifle and bayonet is the *first*, and the hand grenade the *second*, weapon of every soldier."

Sentry groups have been put out in the open in recent open warfare armed with BOMBS. When the Boche was any unknown distance away, your men *must* use the rifle first. This is TACTICS, and I might get off my line, but it shows that Tactics and Organisation must hang together. In trench warfare, and, so to speak, semi-trench warfare, the proper blending of weapons is all important, and we must organise for it.

(c) **Man power,** or competing as well as possible with SHORTAGE of men. Need for ECONOMY.

It is not my business to go into the real reason of insufficient reinforcements. It is not the Army's fault your Battalion is short and remains short. As a matter of interest, REINFORCEMENTS are of necessity pooled round

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the battle area, i.e., only those units who have been depleted in that battle area or elsewhere, and are withdrawn to another part of the line, get the available reinforcements, and only when they are going back to the battle area.

We must be economical.

(d) To obtain **Flexibility,** i.e., the capacity of any unit to increase or decrease, without destroying its organisation, G.H.Q. have given a guide, which, though allowing certain latitude, has standardised organisation.

The platoon—now the fighting unit—will not normally exceed 44, and should not be allowed to fall below 28.

Take away 4 for platoon headquarters and 4 section leaders, gives you 36 highest,

20 lowest.

That is 9 men maximum and 5 men minimum per section.

Latter is the lowest number of men who can combine in the use of their weapons effectively. With less, the homogeneous idea ceases to exist.

3. Now for the remedy when you get below your numbers.

What does G.H.Q. say? During active operations, should casualties be such as to reduce the strength of platoons below the minimum figure given, the necessary numbers will be obtained by the temporary amalgamation of companies in the Battalion. or platoons or sections in the company, as best meets the exigencies of the case.

No one likes amalgamation or breaking up a unit. There is a SPIRIT which runs through every unit, big or small, or should do in a good Battalion; but you *must* make this rule.

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IF IN YOUR REDUCED CONDITION, **there is a probability of your being required to take part in active trench operations, you must organise, so as to have not less than 5 per section, plus leader. In other words, amalgamate platoons.**

Remember, amalgamation of platoons means economy of platoon leaders, probably necessary under the circumstances.

On the other hand, if reinforcements can reasonably be expected to come along, and it is improbable that you are for Active Trench Operations, do not be in a hurry to amalgamate.

I have mentioned Active Trench Operations because I suggest that in purely open warfare you can amalgamate sections, your Lewis Gunners and riflemen being predominant. I mean, you can have less than four sections in a platoon, the " homogeneous combination " not being essential. I do not want to suggest that a section " spirit " does not exist. It should exist, and it is important, but amalgamation of sections affects fewer men.

Take as an example of amalgamation :—

" A " and " B " Companies have had a rough time and average 12 or 13 men a platoon. Keep " A " and " B " as Companies of two platoons each, but leave out of the line for a time two or three of the men from the platoons which have temporarily disappeared—men of the right sort—and when the platoons get going again, after reinforcements, they will be there to put the right spirit back again.

As examples of Battalions amalgamating :—

My own Battalion (4th/60th) and P.P.C.L.I. formed one Battalion after Second Battle of Ypres.

In my Brigade at Suvla two Battalions amalgamated after the blizzard in November, 1915. In both cases the Battalions benefited by the temporary amalgamation.

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NOTES ON APPENDIX A.

4. The idea of Appendix A is that it gives you a suggested number of ALL employ and experts in the Battalion in the first column, and their distribution is shown in the other four columns.

If you subtract the 1st column from your Battalion strength, and divide by 16, it will give you the average number per platoon.

(N.B.—See page 58, Instructions for Training Divisions for Offensive Action, dealing with the percentage of Officers and specialists left out of the line, which must be learnt and remembered.)

Twenty-five Officers going through this course gave me the strength of their Battalions as they left them in France: their average was 775. Supposing that the figure 80 on page 286 is somewhere near the mark, battalion strength must be below 685 before amalgamation is necessary. Subtract 365 from 685, and you get 320; divide by 16, and you get 20 men per platoon, or 5 men per section, i.e., the minimum.

Let us see how numbers in Appendix A can be reconciled with G.H.Q.'s ruling that—

"The detail of the personnel included in Battalion Headquarters is given in Appendix I. The total should not exceed 150 O.R., i.e. 70 Fighting.
80 Administrative."

They allow 14 per Coy. Hdqrs. = 56
They allow 4 per Platoon Hdqrs. = 64

Total 270

Appendix A shows only 15 more in the total, but one thing G.H.Q. has not allowed for is a band. We must have bands. They are worth anything, and more than pull their weight as employ and experts. We must take care of them. Call them Reserve Stretcher

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Bearers. Anyone who wishes can have a copy of "Suggested band of 19 or 23, sergeant included" (23 is far better). I can also give you suggested additions to ordinary drums and fifes—instruments required, where obtainable, etc.

Appendix A is a suggestion which was fully discussed by fourteen Commanding Officers.

5. Reference O.B. 1919, para. 7 (c).

There is no difficulty in carrying out the instructions in this paragraph.

Sections can be composed as convenient. For instance, at Battalion Headquarter's fighting portion :—

Signallers form a section;
M.O.'s group form another;
Scouts and snipers and runners form two more, and so on.

The same applies to Battalion Headquarters administrative portion and Company Headquarters.

It is strongly recommended that every employ and expert should not merely belong to a **company,** but should belong to a **platoon.**

Each platoon can then have one or more reserve sections—really, "paper" sections—composed of employ and experts.

6. Orderly-room.

1 and 1. Suggest also a third, i.e., shorthand-typist ; if all are shorthand-typists, so much the better

7. Platoon Sergeants.

Put in because they are part of Platoon Headquarters.

8. Signallers.

Lecturer last Course quoted minimum 40. Here is a fair compromise :—As it is we have got, with runners,

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56—or in battle 69—non-commissioned officers and men telling you what your Battalion is doing; 4 of the 16 Signallers with Company Headquarters should be Lance-Corporals, in charge of Company Stations. (See Runners.)

9. Stretcher Bearers, Medical Officer's Corporal, Sanitary Men, Water Duties, Gas. Total, 8 Non-Commissioned Officers and 23 Men.

Under Medical Officer. Interchangeable, except Medical Officer's Corporal (expert dresser). For instance, 1 and 3, Stretcher Bearers, at Battalion Headquarters are Water Duties. Sanitary men, perhaps, too economical. You may have to increase. These men include BARBERS, CHIROPODIST. Health of the Battalion under Medical Officer.

10. Scouts and Snipers.

2 and 4 at Battalion Headquarters. 16 with Companies. All, or portion of latter, with Battalion Headquarters when convenient. Only good results under Commander. Very often only one small part of the line suitable place. Suggest supplement runners to make 42, as prescribed in Training of Divisions for Offensive Action.

11. Runners and Batmen.

Here I've been extravagant; I have given a runner and servant to each platoon. We can save here, but it pays well to give a GOOD SERVANT to a young Officer. Ideal is to have runners and signallers interchangeable.

There is no reason why you should not train runners to be signallers. Anyhow, 29 is suggested as the total number of runners. Distribute them as best meets the circumstances.

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12. Officers' Mess Non-Commissioned Officer.

He should certainly be included. Does your catering and shopping. Valuable.

13. Medical Officer's Corporal.

Dealt with in para. 9.

14. Gas Non-Commissioned Officer.

In Medical Officer's department at Battalion Headquarters. Supervises gas arrangements, etc. Men in companies trained under him. Suggest company clerks act as company Gas Non-Commissioned Officers.

15. Storemen.

2 only shown—Regimental Quartermaster's Clerk and Storeman. Quartermaster GATHERS A CROWD OF MEN. Beware of him! This allowance is enough.

I have not shown Company Clerks—1 per Company at Company Headquarters suggested. Important men. (See note on Gas Non-Commissioned Officer.)

16. Pioneers.

Same as War Establishment. Under this subject train an *Armourer*. Armourer-Sergeants in some Divisions are pooled, so you lose him, but you want a substitute.

Tradesmen much easier to find in some Battalions than others.

Saddler, Signwriter, Wheelwright, Tinsmith, Plumber, Bricklayer, 4 Carpenters. They make gas precaution on dug-out, transport repairs, stables and floors, targets and falling plates, boxing stage, crosses, beds for Officers, and the thousand and one things one wants. One pioneer should understand repairing of bicycles.

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17. Transport and Grooms.

That number will do it if they are good men. Non-commissioned officers wanted, and good ones. Have a non-commissioned officer in charge farriers. Farriers look after spare animals.

18. Shoemakers.

Can do about 30 pairs a day. Sometimes D.A.D.O.S. very close, and only allows a certain number of boots per month; 70 pairs quite enough if your shoemakers do their job; in fact, 1 and 3 can manage it.

19. Tailors.

Enough if hard workers.

20. Butcher.

He is an expert and required.

21. Postman.

If he is keen and thorough he makes a great difference to Battalion's welfare.

22. Cooks.

The numbers shown appear excessive, but those numbers are intended to include two cooks per Company under training. It is suggested that one of the cooks in each Company should be a Lance-Corporal. Of the remainder the two non-commissioned officers at Battalion Headquarters are the Sergeant and Corporal-Cooks, who should be employed to the best advantage and help Officers Commanding Companies. If they are kept up to the mark they are invaluable in this way. As regards the two cooks shown as with the fighting portion of Battalion Headquarters, one is the Headquarters Mess Cook, and the other cooks for the remainder of Headquarters.

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23. Police.

Depends on Battalion; numbers shown probably under requirements.

24. Sanitation.

Already mentioned in para. 9.

25. Instructional Staff.

You will not always be able to spare these, but whenever you possibly can, keep a small Battalion School out of the line.

If four Lewis Gun Sergeants depletes Companies too much, have two. They can each train six men at a time.

The Bombing, Musketry, and Physical Training and Bayonet Fighting Instructors are for training likely instructors. Section Commanders or Section Commanders' understudies.

With such a cadre you can not only train non-commissioned officers and men in all the weapons, but you have a means ready to hand whereby you can keep all ranks at the Battalion Administrative Headquarters up to the mark, and also your percentage left out of the line.

26. A **Signalling Instructor** is not included, and he may be added as required.

Signallers, i.e., personnel as apart from instructors, are trained at Army Schools. The only actual personnel that are so trained. But do not depend on getting all your requirements trained outside—whether Signallers or others.

27. Facing page 304 you will find a plate showing employ and experts, and what Officers and non-commissioned officers are responsible for them. This diagram does not exactly correspond with Appendix A; for instance, shorthand-typist and Company clerks are included.

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28. A book similar to A.B./70 can be bought at Gale & Polden's. Any well-bound, large, ruled note-book can be cross-ruled to suit. (See Appendix C.)

Duplicate books must be kept in the Orderly-room, and checked at same time as Conduct Sheets.

29. A Few Notes on the Absorption of a Draft.

Get Employ and Experts filled up first, i.e., Band, Lewis Gunners, Transport, Pioneers, Signallers, etc., etc.

Then equalise Companies and post non-commissioned officers according to requirements.

When men are keen to go to a Company in which they have served before, see that they get what they wish, whenever possible.

30. Courses.

Officers, non-commissioned officers and men should be carefully chosen, and do not put off selection till names have to be submitted.

Keep careful record in Course File and A.B./70, or its equivalent.

Insist on all ranks being properly fitted and well turned out before leaving for a course.

See all ranks before they go and when they return, and point out the opportunity they have of being a credit to their Regiment and Battalion.

31. Appendix E.

This shows in diagrammatic form how the duties in a Battalion are sub-divided and the chain of responsibility.

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APPENDIX A.

Review of Employ, Experts and others held on Strength of Battalion, Company and Platoon Headquarters, as proposed by Senior Officers' School.

Vide **G.H.Q., Pamphlet O.B./1919.**

Personnel.	Total Numbers.		Batt. H Q. Fighting Portion.		Batt, H.Q. Administrative Portion.		Coy. H.Q.		Platoon H.Q	
	N.C.O.'s	Ptes.	N.C.O.'s	Ptes.	N.C.O.'s	Ptes.	N.C.O.'s	Ptes.	N.C.O.'s	Ptes.
Sergt.-Major ...	1	...	1	...	...	...	...	...	...	...
Orderly Room Clerk ...	1	1	...	1	1	...	...	...	...	...
Q.M.S. ...	1	...	...	...	1	...	...	...	...	...
Coy.-Sgt.-Maj.	4	...	...	...	...	...	4	...	...	...
Coy. Q.M.S. ...	4	...	...	...	4	...	...	...	...	...
Platoon Sgt. ...	16	...	...	...	...	...	...	...	16	...
Signallers ...	2	25	2	9	...	...	...	16	...	...
Stretcher Bearers..	5	15	1	3	...	...	4	12	...	...
Scouts and Snipers ...	2	20	2	4	...	...	...	16†	...	...
Runners ...	...	29	...	9	...	...	...	4	...	16
Officers' Mess...	1	...	...	...	1	...	...	...	...	...
M O.'s Corpl....	1	...	1	...	...	...	...	...	...	...
Gas N.C.O. ...	1	...	1	...	...	...	...	...	...	...
Storemen ...	...	4	...	...	...	4	...	...	...	...
Pioneers ..	2	9	2*	9*	...	...	...	...	...	...
Transport and Grooms ...	6	39	...	...	6	39	...	...	...	...
Shoemakers ..	1	3	...	...	1	3	...	...	...	...
Tailors ..	1	2	...	...	1	2	...	...	...	...
Butcher ...	...	1	...	...	...	1	...	...	...	...
Postman ...	1	...	...	...	1	...	...	...	...	...
Batmen ...	...	29	...	6	...	3	...	4	...	16
Cooks ...	2	10	...	2	2	...	...	8	...	...
Police ...	1	3	1*	3*	...	...		...	...	...
Sanitation ...	1	8	1	...	...	...	...	8	...	...
INSTRUCTORS.										
Lewis Gun ...	4	...	...	...	4	...	...	...	...	...
B mbing ..	1	...	...	...	1	...	...	...	...	...
Musketry ...	1	...	...	...	1	...	...	...	...	...
Phys. Trng. & Bay. Ftg. ...	1	...	...	...	1	...	...	...	...	...
Band	1	18	...	...	1	18	...	...	...	...
TOTAL ...	278		58		96		76		48	
Allowed by G.H.Q	270		70		80		56		64	
By G H.Q. O.B./1919.	8 over.		12 under		16 over.		20 over.		16 under.	

* Or Administrative portion according to circumstances.

† Available if necessary to act as Company Runners.

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Others (all ranks) held on strength of Battalion (see War Establishment) who must be deducted from total Battalion strength before making up Platoons:—

Officers		30
Employed in Divisional area, outside Battalion attending courses of instruction not struck off, etc., etc.	say	50
		80 + 284 = 364

Rough calculation—

War Establishment ...	1,001
Deducted	364
	637

637 divided by 16 gives you 40 men per platoon Platoon Headquarters and Platoon Sergeants have already been allowed for in Review of Employ and Experts. Before amalgamation has to come into force, according to G.H.Q., O.B./1919, strength of Battalion must be under 685, presuming platoons are of equal strength.

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APPENDIX B.

AN ANALYSIS OF THE NUMBER OF WARRANT OFFICERS AND NON-COMMISSIONED OFFICERS IN A BATTALION.

1. Battalion Headquarters.

(a) List showing number authorised by War Establishments for a Battalion Headquarters.

1 Sergeant-Major	Allowed by W.E., and required for suggested organisation.
1 R.Q.M.S.	
1 O.R.-Sergeant (at Base)	
1 O.R.-Clerk	
1 Provost-Sergeant	
1 Sergeant-Cook	
1 Transport-Sergeant	
1 Sergeant-Shoemaker	
1 Pioneer-Sergeant	
1 Signalling-Sergeant	
1 Signalling-Corporal	
1 Armr.-Sergeant (attached)	

(b) List showing additional non-commissioned officers required at Battalion Headquarters for Employ and Experts. (See Appendix A.)

4 Lewis Gun Instructors (Sergeants)	Not allowed for in W.E.
1 Bombing Instructor (Sergeant)	
1 Musketry Instructor (Sergeant)	
1 Phys. Trng. & Bay. Ftg. Instr. (Sgt.)	
1 Scouts and Snipers (Sergeant)	
1 Band (Sergeant)	
5 N.C.O.'s, Stretcher Bearers	Total, 9 Sgts. 19 other N.C.O.'s
1 N.C.O., Scouts and Snipers	
1 N.C.O., Gas	
5 N.C.O.'s, Transport	
1 N.C.O., Officers' Mess	
1 N.C.O., Pioneer	
1 N.C.O., Sanitary Battn., H.Q.	
1 N.C.O., Postal Duties	
1 N.C.O., Tailor	
1 N.C.O., Cook	
1 N.C.O., M.O.'s Corporal	

Company.

(c) List showing number authorised by War Establishments for four Company Headquarters.

4 C.S.M.'s.
4 C.Q.M.-Sergts.
32 Sergeants.
48 Corpls., including 8 L.-Sergts., i.e., 2 per Coy.
48 Paid Lce.-Corporals.

Total 136 Warrant Officers and N.C.O.'s

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2. The Battalion as at present organised requires the following warrant officers and non-commissioned officers for its four companies:—

4 C.S.M.'s.
4 C Q.M.-Sergts.
16 Platoon Sergts.
64 N.C.O.'s as Section Commanders.
64 N.C.O.'s as understudies to Section Com'ders.

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In addition an extra 28 non-commissioned officers are required so that the requirements in para. 1 (b) may be complied with.

That means that a total of 180 Warrant Officers and non-commissioned officers are required for this organisation.

But para. 1 (c) shows that only 136 are authorised by War Establishment.

Therefore an additional 44 non-commissioned officers are required to make good our requirements. It is suggested that these 44 should be unpaid lance-corporals, who could be appointed understudies to the section commanders.

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APPENDIX C.

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Regimental Number	RANK	NAME	Date of Enlistment or from which service counts	Age on Enlistment	Date of Joining Battalion	Terms of engagement on which serving: Colours	Terms of engagement on which serving: Reserve	Class, Service or Proficiency Pay	Allotment	COURSES PASSED DATE: Musketry	Lewis Gun	Machine Gun	Signalling	PROMOTION or APPOINTMENTS: Lance Corporal	Corporal	L/cpl Sergeant	Sergeant	Further Promotion	Reversion	HOW EMPLOYED IN THE BATTALION	Religious Denomination	Married or Single	Children	Trade or Calling	ADDRESS OF NEXT OF KIN	STRUCK OFF DATE: Killed	Died of Wounds	Missing	Sick	Transferred	Wounded	HONOURS REWARDS. WOUNDS REMARKS
5846	L/cpl	Ray Geo Arthur	8-8-11	19 6	1-1-16	7	5	1/-	6d		1915				12 16	1 4 16	1 6 16	C.S.M 1 2 6		Sniper Corpl L G Sergt Instr L Gr C.S.M	R C	M	2	Cabinet Maker	Mrs Geo Arthur Ray WIFE 7 Parchment St Winchester						1-1-17	W Sept 14 Jan: 15 D.C.M June 15 Bar to D.C.M Jan 16

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APPENDIX D.

SUGGESTED INDEX FOR BATTALION FILES.

No.	File.	
1.	Honours	Confidential—Kept by C.O.
2.	Officers	
3.	Secret Operations	
4.	Waiting.	
5.	Court-Martial or Discipline.	
6.	Training.	
7.	Open Warfare.	
8.	Trench Warfare.	
9.	Engineering—Wiring.	
10.	Courses.	
11.	Bombing.	
12.	Lewis Gun.	
13.	Leave.	
14.	Defence Schemes.	
15.	Raids.	
16.	Past Operations.	
17.	Intelligence.	
18.	Current Work.	
19.	Miscellaneous.	
20.	Battalion Standing Orders.	
21.	Brigade Orders.	
22.	Signalling.	
23.	Gas.	
24.	Transport.	
25.	War Diary.	
26.	Roll of N.C.O.'s.	
27.	Regimental Orders.	
28.	G.R.O.	

Note.—(a) These may be combined in some cases, according to circumstances, and kept as few as possible.

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(b) A good "Zip" File can be bought for a few pence at Map House, Sifton Præd, St. James's Street.

(c) Of course, mostly left with First Line whilst in the trenches.

(d) In spare time these files should be sifted and unnecessary *"paper" burnt.*

(e) The Bombing, Lewis Gun, and Signalling Files, although kept in the Orderly-room, should always be available for inspection by the expert Officers concerned.

They should initial documents in their file to indicate that the subject of the correspondence has been read and noted.

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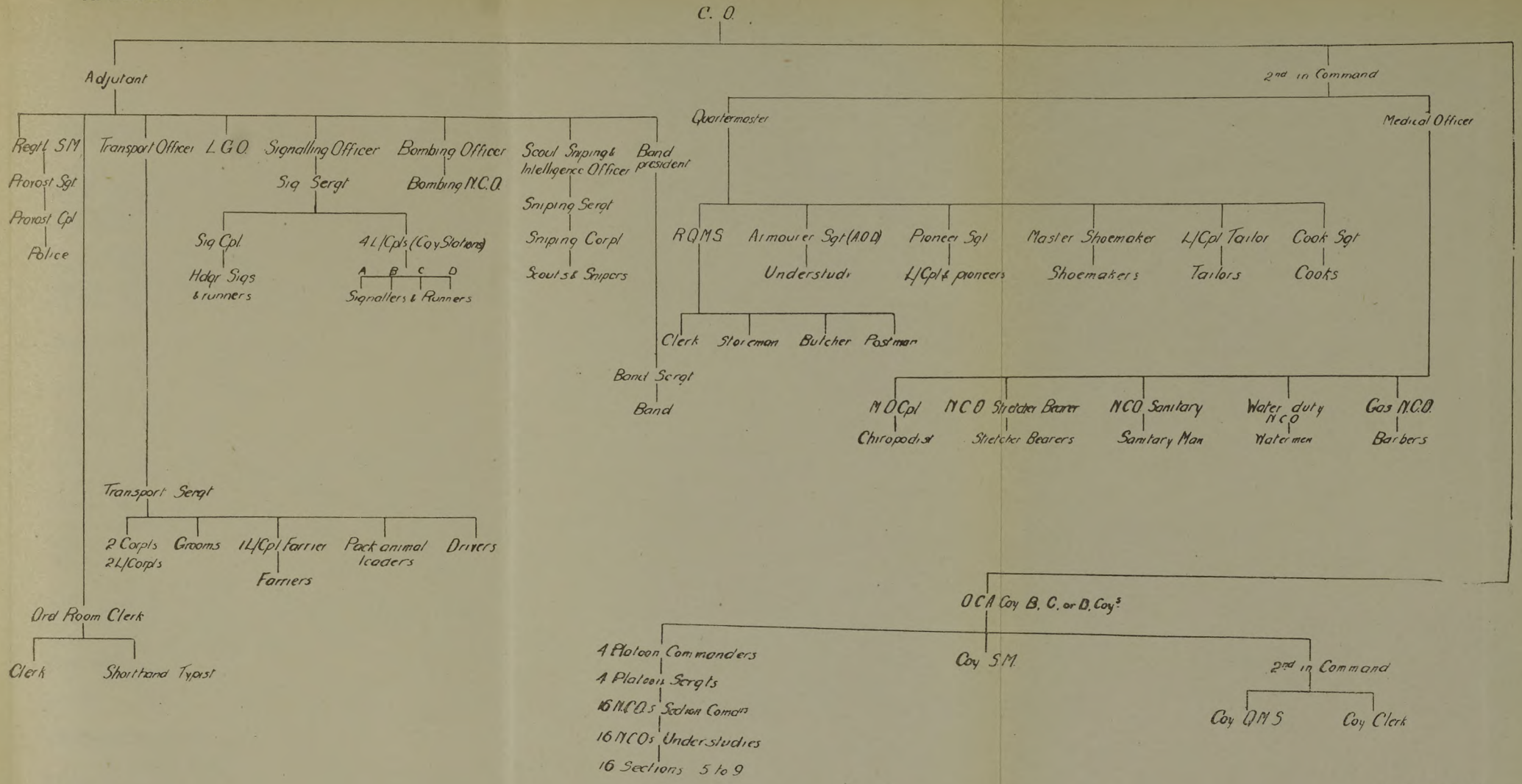
APPENDIX E.



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PART III.

INTERIOR ECONOMY AND ADMINISTRATION.

Interior Economy may be defined as a system by which the duties of all ranks are co-ordinated so as to maintain the efficiency and well-being of a unit. The duties of all ranks, from a Section Commander to a Commanding Officer, were discussed at the Senior Officers' School, and the following table of duties were considered such as should be carried out by the various Commanders concerned.

Duties of Section Commander.

1. To look after his section at all times—in billets, in trenches, and on the march.

2. To inspect his men on all parades, including "Stand to," and to report to his Platoon Commander.

3. To know the characters of his men, their names, previous employment, good points, and limitations; he must know his section roll by heart, and be able to identify any man by the sound of his voice.

4. It is his duty to look after the food, water, clothing, arms, equipment, necessaries, and fuel of his section.

5. He must understand (*a*) the platoon roster of duties, and be acquainted with the allotment of tasks; (*b*) the duties of a sentry, and post them when on platoon duty; (*c*) his duties when employed on carrying or digging parties.

6. He will at all times set an example to his section in drill, smartness, cheerfulness, and allow no grousing.

Duties of Platoon Commander.

1. He commands his sections, and therefore must know thoroughly all the duties and difficulties of his Section Commanders.

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2. It is his duty to inculcate discipline, and train his Section Commanders and their understudies in their duties.

3. He is responsible for knowing and promulgating all orders, including defence schemes, etc.

4. He must at all times keep a platoon roster of duties, and have a platoon parade state in his possession. He will also keep a platoon roll book on the lines of A.B. 70.

5. He sees that kits of all men killed, missing, or absentees in his platoon are properly handed in to Company Headquarters, and that the kits of men wounded go with them to hospital.

6. He renders a casualty report to the Officer Commanding the Company daily.

7. He will always acquaint the relatives of any men killed, wounded, or missing belonging to his section.

8. He must pay great attention to the fitting of boots, clothing, and state of the men's feet in his platoon.

9. He inspects the arms of his platoon daily under all circumstances, and must see that oil bottles are filled.

10. He ensures that all blankets are thoroughly aired and beaten at least once a week, and always after a tour of duty in the trenches (should blankets have been taken in).

Platoon Sergeant

He understudies and assists his Commander in every way, and, additionally, is responsible that all non-commissioned officers and men get up punctually at Réveillé, and that the billets, etc., are clean and tidy.

Duties of Orderly-Sergeant.

1. He takes over the detail and order book from his predecessor.

2. He collects the platoon absentee reports at "Rouse" and "Tattoo," and reports to the Battalion Orderly-Sergeant.

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3. He attends all parades of his company, including guard mounting.

4. He sees all lights out, and reports to Battalion Orderly-Sergeant.

5. He parades all men for Company orderly-room, and if necessary parades them for Battalion orderly room 15 minutes before the hour given.

6. He receives the detail from the Company Sergeant-Major, and enters it in his detail and order book.

7. He warns all non-commissioned officers for duty.

8. He makes out the Company sick report.

9. He attends the issue of meals and goes round with the Company Orderly Officer

10. He supervises the duties of the Company Orderly-Corporal.

11. He will not leave his Company billets except on duty.

12. He collects platoon states and makes out a Company Parade State from them, for signature of Officer Commanding Company.

13. On the march he makes out a "Falling out state," for Officer Commanding Company's signature, and hands it in to the orderly-room.

14. He sees that all fire buckets are kept ready for instant use.

15. When in camp he sees the flies of all tents are rolled up at "Rouse," and that all kits are neatly placed in line in the open.

Duties of Company Orderly-Corporal.

1. He assists the Company Orderly-Sergeant and reports to him at Rouse.

2. He is responsible for handing over the rations of men confined to the guard-room and prisoners to the non-commissioned officer in charge of the guard.

3. He hands over the kits of men confined on their arrest.

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4. He takes over the sick report from the Orderly-Sergeant and marches the sick to the parade. He will bring back the completed duplicate copy of the report.

5. He will not leave his Company Quarters during his tour of duty, except on duty.

6. He is responsible that urine tubs are removed and replaced in accordance with instructions issued on the subject.

Duties of Orderly Officer (Battalion or Company).

1. He visits the breakfasts and dinners of his Company and attends the issue of meals from the cooker.

2. He visits the cooker and sees that it is clean.

3. He visits the incinerators, refuse pits, latrines, and washing places of his Company.

4. He will see to the cleanliness of the Officers' Mess kitchens and utensils.

5. He inspects all guards before Battalion Guard Mounting Parade.

*6. He visits the wet and dry canteens.

*7. He turns out all guards and visits the sentries once by day and once by night. This should include the stable piquet if within a reasonable distance of billets.

*8. He visits the men confined to the guard-room.

*9. He collects reports at Tattoo parade and reports to Officer Commanding.

10. He reports to his Officer Commanding at Company Office on the succeeding day.

11. His duties commence and end at Rouse.

Note.—Duties marked * can be performed by Company Orderly Officers in rotation and report to the Adjutant.

Duties of Company Quartermaster-Sergeant.

1. He takes over the Company rations in bulk from the Quartermaster and issues them as required to Com-

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panies in the trenches, reporting to Officer Commanding.

2. He ascertains the wants of Platoon Commanders and prepares requisitions for articles of clothing, equipment, necessaries, arms and ammunition for the signature of Officer Commanding Company.

3. He prepares acquittance rolls and keeps duplicates.

4. He is responsible that the Company is supplied with books, message forms, papers, Army Forms, as required.

5. He is responsible for the upkeep of A.B. 70, and that all casualties are at once entered up.

6. He prepares returns when out of the trenches for signature of Officer Commanding Company.

7. He is responsible that all casualties affecting, and forfeitures of, pay are entered at once in A.B. 64.

8. He enters the quarterly state of accounts in A.B. 64.

9. He is directly responsible to the Second-in-Command of the Company for all matters affecting the men's pay, clothing, comfort and general well-being.

Duties of Company Clerk.

1. He assists the Company Quartermaster-Sergeant in all clerical duties.

2. He makes out all routine returns in the trenches for the signature of the Officer Commanding Company.

3. He is responsible for the liaison of the Company Quartermaster and Transport Officer whilst the Company is in the trenches.

Duties of Company Sergeant-Major.

1. He is responsible for the tone and general deportment of the non-commissioned officers of his Company.

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2. He must possess a perfect knowledge of drill and set a personal example of punctuality and smartness at all times.

3. It is his duty to observe constantly the conduct and character of the non-commissioned officers of his Company, and be their adviser at all times.

4. He is responsible for the proper conduct of the Company Sergeants' Mess.

5. He attends Company guard mounting parades and the parades of piquets and other Company duties.

6. He attends all Company Parades and Company and Battalion orderly-room.

7. He details all Company duties.

8. He is responsible (subject to an Officer) for the taking over, custody, and handing over of trench stores.

9. He submits all A. and G. returns to his Company Commander for signature.

Duties of Officer Commanding Company.

1. He is primarily responsible for the interior management of his Company, for the clean and soldierly appearance, for the discipline and general well-being.

2. He is responsible for the training of his Officers and men.

3. He must encourage and promote games and amusements among his men and keep them always in good heart.

4. He is responsible that his subordinates know the exact state of their commands at all times.

5. He must observe and know the characteristics of all his subordinate leaders, and constantly look out for suitable understudies.

6. He keeps the leave roster of his Company, and submits names when called for. He must personally see that it is equitably administered.

7. He is responsible that the kits of all his Officers and men killed and missing are handed in to Battalion Headquarters.

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8. He must write to the relatives of Officers and non-commissioned officers killed, wounded or missing in his Company.

9. He is responsible for the proper conduct of the Company Officers' Mess, and that all mess accounts are punctually paid.

10. He is personally responsible for the correctness of entries in the soldier's pay book (A.B. 64), and for all money drawn on behalf of his Company.

11. He is personally responsible for all Company accounts.

Duties of Company Officer Second-in-Command.

1. He assists and supports his Company Commander at all times.

2. He undertakes the duties of pay, clothing, equipment, arms and necessaries of the Company.

3. His special function is to interest himself in all that relates to the comfort of his men.

4. He supervises the instruction and training in musketry of his Company.

5. He is responsible for the "Q" Branch of the Company generally.

BATTALION DUTIES.

The Provost-Sergeant.

1. He is responsible for the discipline of the Regimental Police, and for the efficient performance of their duties.

2. He is responsible for the carrying out of field punishment in a proper manner, according to his orders and the regulations. Those orders must be in writing. (N.B.—The non-commissioned officer in charge of the guard is responsible for custody of all men placed under his charge.)

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3. He is responsible for carrying out defaulters' parade and punishment drill.

4. He invariably attends Battalion orderly-room and notes all punishments in a book.

5. He visits the wet canteen frequently, supervises the non-commissioned officer on canteen duty, and sees that rules are enforced.

6. He visits drinking places and places of public resort near billets and reports any irregularities.

7. He assists and supports the Battalion Sergeant-Major.

8. He marches with the Regimental Police in rear of Battalion.

N.B.—**The duties of this non-commissioned officer are those that require of the individual both tact, common sense and discretion, if the life in a Battalion is to run smoothly.**

The Pioneer-Sergeant.

1. He is under the orders of the Quartermaster or Second-in-Command.

2. He is responsible at all times for the discipline of the pioneers.

3. He will ascertain particulars of casualties and make crosses for those killed.

4. He supervises generally the work of the pioneers, and constantly endeavours to further the comfort of Officers and men by making beds, tables, forms, washing places, latrines, repairs to billets, etc.

5. He is responsible, under the Transport Officer, for the correct markings being painted on the regimental transport, and for the smartness and repair of all vehicles.

6. He is responsible for the stock of tools being kept up in a serviceable state and for indenting for material on Battalion Headquarters.

7. On the march he follows the wagon on which his tools are.

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8. He may be responsible for the drawing and issue of R.E. material.

The Shoemaker-Sergeant.

1. He is under the orders of the Quartermaster.
2. It is his duty to keep in close touch with Companies, and to know what repairs are needed.
3. He must be careful to mark each pair of boots for repair, so that they can be re-issued to the owner.
4. He supervises the repair of harness and all leather equipment of the Battalion.
5. He is responsible that he is in possession of a sufficient quantity of tools and equipment for repairs.
6. On the march he follows the wagon in which his tools are, and must be prepared to execute repairs at short notice.
7. He is responsible for the discipline of the shoemakers.

The Armourer-Sergeant.

1. He is a member of the Army Ordnance Corps, and is attached to the Battalion. He works under the Quartermaster.
2. He inspects the arms of all units in the Battalion at least once a month.
3. He is responsible for the repair of all arms. He must report any injury to, or tampering with, arms to the Quartermaster.
4. He trains any assistant he may be given.
5. He will frequently overhaul all Lewis Guns.
6. He is responsible for the repair of the bicycles.

The Orderly-room-Clerk (Sergeant).

1. He works under the orders of the Adjutant.
2. He is responsible for the regularity of the orderly-room in general.

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3. He should prepare punctually all returns for signature.

4. He is responsible, in conjunction with the signallers, for the punctual despatch of all correspondence.

5. He is responsible that all urgent letters and telegrams should at once be brought to the notice of the Adjutant, or Officer answering for him.

6. He is responsible for the letter-book and correspondence register being kept up to date, and that letters are correctly filed.

7. He should prepare lists, with dates, etc., of all returns required.

8. He is responsible for the discipline of the clerks.

9. He must maintain the strictest secrecy on all matters which come to his knowledge in the course of his duties, and impress this on the clerks.

10. He is responsible that requisitions are made at the proper time for all paper, books and forms, etc., and that the office is always well equipped. He is also responsible for the issue of stationery to Companies.

11. He must see that no one loiters round his office, and that no unauthorised person is permitted to enter in.

The Regimental Quartermaster-Sergeant.

1. He is under the immediate orders of the Quartermaster.

2. He attends the issue of rations to the Battalion in the absence of the Quartermaster.

3. He attends all issues of stores, superintends all parties, receiving or collecting stores, clothing, equipment, etc.

4. He inspects daily the incinerator, refuse bins or pits, latrines, ditches, drains, etc., in the vicinity of the regimental transport duties.

5. He reports any irregularities to the Quartermaster.

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6. He supervises the work of the Company Quartermaster-Sergeants when with the Quartermaster's Department.

7. He is responsible for the good conduct of the Sergeants' Mess (second echelon), and generally maintains the discipline and smartness of the Quartermaster's Department.

8. He prepares all indents for rations and fuel on A.F. B 55, and all indents for articles of ordnance stores, arms, equipment, clothing and necessaries, etc., for the Quartermaster's signature on A.F. G 994.

9. He attends Battalion orderly-room in the absence of the Quartermaster.

Regimental Sergeant-Major.

1. He will be an example to all warrant officers and non-commissioned officers of the Battalion in all things and at all times.

2. He acts as the connecting link between the Adjutant and the non-commissioned officers of the Battalion.

3. He must observe closely the character and demeanour of all subordinates, and bring to the notice of the Adjutant any breach or dereliction of duty.

4. He gives out the detail of Battalion duties.

5. He acts for Battalion Headquarters as a Company Sergeant-Major does for a Company.

6. He parades guards, piquets and Battalion duties. He should be present at Réveillé, Retreat and Tattoo at least twice a week.

7. He is responsible for the proper routine of the regimental orderly-room as regards accused, witnesses, recommendations, and interviews. He will also see that the Field Offence Report is correct in every particular.

8. He is responsible for the Battalion ammunition reserve when in the trenches.

9. He supervises the work of the Provost-Sergeant.

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10. He is responsible for the proper conduct of the Sergeants' Mess.

The Adjutant.

1. He is the Staff Officer to the Commanding Officer.
2. He must be a pattern of dress, drill, discipline and smartness.
3. He is responsible for warning Officers for duty and courses of instruction.
4. He inspects Battalion duties at guard mounting.
5. He keeps—
   (a) The Officers' Book, giving particulars of age, services, next-of-kin, address, honours, courses, wounds, promotions, appointments, with dates and authorities, etc.
   (b) The non-commissioned officers' book, seniority roster by ranks, with dates of promotion and appointment, honours, wounds, courses, etc.
   (c) Lists of specialists, men on regimental employment, and those that have qualified at courses.
6. He is responsible for correctness and punctuality of all returns. Officers Commanding Companies should be furnished with *pro formas* of all returns required. The more important returns are Field States (A.F. B 231), Field Return (A.F. B 213), Fighting Strengths, Casualty Report.
7. He must be firm and respectful in his dealings with Officers Commanding Companies, and try to carry out the routine of the Battalion with the least friction.
8. He is responsible for reporting all irregularities and departures from the rules and customs of the Service to the Commanding Officer.
9. He keeps up a complete and up-to-date list of all regulations, etc., required.

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10. He is responsible for the Battalion imprest accounts.

11. He is responsible particularly for the discipline and smartness of Battalion Headquarters, including the Band, and makes them an example to the Battalion; he should inspect them daily.

12. He is responsible for the issue and observance of all Regimental and Battalion Standing Orders, and for the Battalion Routine Orders.

13. He should, subject to the discretion of the Commanding Officer, deal with and sort all the kits of killed and missing Officers, sending in the necessary statement of accounts, signed by the Commanding Officer, to the Base Paymaster. The Quartermaster does this if the Battalion is in action.

14. The following books and files are in his keeping, and he is responsible for their correctness :—

(1) Defence Scheme; (2) War Diary, A.F. C 2118 (in duplicate); (3) Historical Records; (4) Casualty Book; and all files except those kept by the Commanding Officer or Officers' Confidential File and Honours and Rewards File.

15. He takes summaries of evidence for Courts-Martial.

16. He keeps the Officers' leave roster and duty roster.

17. He is responsible for the drill and instruction of drafts, both Officers and other ranks; the Regimental Sergeant-Major will assist him in these duties.

18. He must not sign papers intended for the Higher Command. Should the matter be urgent, he may sign "For" the Commanding Officer, and in such cases the Commanding Officer must be informed at the earliest opportunity.

19. Whenever a non-commissioned officer leaves the battalion owing to wounds, sickness or other causes, the

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Adjutant sees that a record as to the fitness for promotion or otherwise and any special act of gallantry of that non-commissioned officer accompanies his documents.

It is recommended that a form on the lines indicated below, filled in by the Commanding Officer, should be attached to the non-commissioned officer's A.F. B 122 when that document is sent to the Base.

No.	Rank	Name	Regiment	Recommended for Promotion	Recommended for Accelerated Promotion.	Not Recommended for promotion and reason	Any Special Acts of Gallantry
5067	Corporal	Brown, A	10/Bn. Rifle Brigade	Yes—a good sound N.C.O. who always does his duty well.	No!	—	

Place *In the Field*
Date *4th May, 1917*

A. H. JONES. Lieut.-Colonel,
Comdg. *10/Bn. Rifle Brigade.*

The Quartermaster.

1. He acts as a Staff Officer to the Commanding Officer.

2. He is generally responsible for the provision of the correct rations of food, forage, fuel, arms, clothing, boots, equipment and necessaries and all articles of ordnance stores.

3. He attends the refilling point.

4. He should keep the closest touch with D.A.D.O.S. of the Division, and work in with him and with the Brigade Supply Officer.

5. He should constantly inspect the cooks and cooking arrangements, and with the Medical Officer the sanitary arrangements.

6. He should attend orderly-room daily, and when in the trenches either he or the Transport Officer should report daily to Battalion Headquarters.

7. He is primarily responsible for the accuracy of his ration indents, and must keep himself constantly in

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touch with the Adjutant to check Company Quartermaster-Sergeants' indents.

8. He should be present when stores are drawn and issued.

9. He keeps a letter book and files of all receipts, duplicate indents, etc.

10. He arranges for the washing and exchange of shirts, drawers, socks, when possible.

11. He must ensure a sufficient supply at all times of spare parts for rifles and Lewis guns.

12. He carefully inspects and disposes of the kits of men killed in action or missing, or absentees, in accordance with General Routine Orders.

13. He is in charge of all details left at the Administrative portion of Battalion Headquarters. This also includes the Postman.

14. He is in charge of the Battalion mails.

The Second-in-Command.

1. He is an understudy to the Commanding Officer.

2. He assists and supports the Commanding Officer in every way.

3. He instructs the younger Officers in their duties, and gives them advice whenever necessary.

4. He takes charge of the Regimental accounts, and undertakes the running of canteens and recreation rooms for the benefit of the men. (N.B.—The Padre will assist.)

5. He checks the Field Conduct Sheets with the Offence Reports and the entries in A.B. 70 with Battalion Route Orders (as corrected by A.F. O. 1800 from base).

6. He brings to the notice of the Commanding Officer any irregularity.

7. He attends to all matters affecting the comfort of the men in billets and trenches, such as provision of baths, beds, ovens, latrines, good washing arrangements, etc.

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8. He supervises the food and cooking arrangements of the men, and tries to improve them by allowing grants for extra groceries from the Regimental funds, etc.

9. He acts as Works Officer, keeping in close touch with the R.E.

10. He is in general charge of the Regimental workshops.

11. He is responsible for organising an efficient system of salvage within the Battalion.

The Commanding Officer.

1. Although the Commanding Officer is responsible for everybody and everything in his Battalion, he is primarily responsible for—

(a) Fighting efficiency,
(b) Training,
(c) Discipline

in the Battalion.

2. It is his duty to see all drafts on arrival, and to talk to them on the history and reputation of the Regiment. He will explain to them their responsibilities, pointing out especially the difference that exists between irregularities committed at home and those committed with the Expeditionary Force on active service in France.

3. It is his duty to see all Officers, whatever their rank, on joining the Battalion.

4. The Commanding Officer will write to, and, if possible, see, the relations of all Officers killed, wounded, or missing.

Similarly he will write to the relatives of Warrant Officers, senior non-commissioned officers, and any particularly gallant non-commissioned officers or men who are killed or missing.

5. The Commanding Officer will hold orderly-room daily (Sundays excepted). This duty will not be dele-

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gated to another Officer except under exceptional circumstances.

At orderly-room the following duties will be dealt with :—

(a) Disposal of offences.
(b) Interview of men released from field punishment.
(c) Interview of non-commissioned officers for promotion or appointment; also non-commissioned officers and men proceeding for employ, on command, on courses, etc.
(d) Interview of any Officers or men who wish to see the Commanding Officer.
(e) Quartermaster's correspondence.
(f) Adjutant's correspondence.

6. All correspondence intended for higher authority has to be signed by the Commanding Officer personally. When this is not possible, it may be signed by another Officer "'for' the Commanding Officer."

7. The Commanding Officer is responsible that the War Diary is written up to date, and initials entries to it daily. In addition, it is his duty to see that a full and detailed record of the Battalion is kept, in order that it may later on form the basis for the historical records of the Battalion.

8. The Commanding Officer is responsible that the various accounts in the Battalion are audited from time to time—if possible, once a quarter—as laid down in King's Regulations.

EXPERTS.

The Transport Officer and Transport Sergeant.

1. He is responsible for the whole discipline and interior economy of his command, including pay.

2. He is responsible for the condition of the animals and vehicles.

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Note. A chaff-cutter and a portable forge are essential for this purpose.

3. He must constantly inspect and supervise the shoeing.

4. He should be present at two feeds daily, and either he or his Sergeant must be present at all times. Feeds should be mixed behind the animals and all fed together by whistle.

5. He is responsible for the proper conduct of watering, which must be done as a parade before feeding.

6. He must see that every wagon and cart is provided with its proper complement of tools, and that grease-boxes are full.

7. He inspects the harness and pack saddlery, and sees that all is systematically arranged, ready for immediate use.

8. He is responsible for the drill, mounted and dismounted, of his unit; for their horsemanship and driving abilities.

9. He inspects the grooming of the animals after Morning Stables.

10. Officers' grooms are under the Transport Officer for discipline.

11. On the march he orders " Dismount " at every halt of five minutes and upwards, when all drivers must inspect their harness. At long halts all girths should be loosened and saddles eased.

12. He must see that no man ever rides in the wagons.

13. Either he or the Quartermaster will always report to the Commanding Officer on bringing rations up to the trenches.

14. He is responsible for the allotments of loads

15. He will see that all brakesmen are present.

16. He inspects the arms of the transport daily.

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17. He keeps—

(a) A transport book, giving details of all animals in his charge and casualties affecting them.

(b) A book showing all harness, stores, etc., in his charge.

(c) A duty roster book, both as regards men and animals.

18. Detail all animals and teams for duty.

19. He is responsible that the Battalion reserve S.A.A. and bombs is always correct (in reserve at second echelon).

The Medical Officer (R.A.M.C., attached).

1. He must regard himself as an Officer of the Battalion.

2. He is responsible to the Commanding Officer for the health of the Battalion.

3. He will inform the Officer Commanding Battalion of all orders received from the A.D.M.S.

4. He controls and constantly inspects the sanitary arrangements of the Battalion, including incinerators, refuse pits or bins, and latrines.

5. He attends the bathing of the Companies, and properly administers these parades. The chiropodist and barbers also attend. He assists the Second-in-Command in creating a good system of baths whenever possible.

6. He assists in the instruction in gas duties of all ranks and for the upkeep of vermoral sprayers and flappers.

7. He is responsible that all hygienic measures are taken to prevent sore feet and trench feet.

8. When possible, he visits the trenches daily, and takes measures to alleviate the evils resulting from exposure.

9. He must make himself acquainted with the characteristics and idiosyncracies of all ranks.

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10. He is responsible for the training of stretcher-bearers and sanitary men. These can be interchangeable. At least 32 should be available.

11. In conjunction with the Quartermaster, he is responsible for making conditions comfortable for the sick and wounded whilst in his charge, i.e., provision of Oxo, hot tea, spirits, etc.

12. On the march he will ride in rear of the Battalion, and be able at any time to acquaint the Commanding Officer of the numbers of men who have fallen out on the line of march and the reasons, etc., why they have fallen out.

The Signalling Officer and Signalling Sergeant.

1. He is responsible for the training and efficiency of the signallers at Headquarters and with the Companies.

2. He forms classes when out of the line, and is responsible, in conjunction with the Divisional and Brigade Signalling Officer, for arranging for tests.

3. He takes over signals in the line before the Battalion enters the trenches, and must be thoroughly acquainted with the system, of which he must have a plan.

4. He arranges for communication by telephone, visual, and runners by night and day.

5. He is responsible that the equipment is complete and serviceable, including bicycles, indenting on the Quartermaster when necessary.

6. He has access to the Signallers' File, which is kept at Battalion Headquarters, and must keep himself fully acquainted with all correspondence relating thereto.

7. He is responsible that all offices have their proper complement of signallers, are gas proof, and have sufficient message forms, also that an in and out message register is kept.

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8. He will keep touch with the Brigade, and see that touch is obtained on both flanks.

9. He should, if at Battalion Headquarters, assist and learn the Adjutant's work.

The Lewis Gun Officer.

1. He is responsible for the constant training of Lewis gunners, and that all detachments are correct and up to strength.

2. He advises Officers Commanding Companies and the Commanding Officer as to the tactical handling and dispositions of the guns.

3. He trains classes whenever possible out of the trenches.

4. He sees that all items of equipment, carts, etc., are complete and in good order, and that a supply of spare parts is available.

5. He is responsible that ranges are taken and range carts are available for each gun.

6. He is responsible for drawing up and issuing "Standing Orders" for Lewis gunners, and that each team is in possession of a copy, and is thoroughly conversant with them.

7. Prior to the Battalion going into the line he will go on ahead and thoroughly investigate the system in force and arrange details for relief.

8. He controls supply of ammunition in action, and takes charge of and fights any reserve guns given him by his Commanding Officer.

9. He visits gun detachments constantly, and advises Officers Commanding Companies as to work to be performed and stores required.

10. He assists the Adjutant and acquires a knowledge of his duties.

11. He keeps in touch with the Brigade Machine Gun Company.

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12. He has access to the Lewis Gun File, which is kept at Battalion Headquarters, and must keep himself fully acquainted with all correspondence relating thereto.

13. He erects and manages rifle batteries, etc., and is responsible that full particulars of objectives, angles, etc., are clearly painted on a board.

The Grenadier Officer and Grenadier Sergeant.

1. He advises the Commanding Officer and Officer Commanding Companies as to the disposition and handling of grenade sections.

2. He takes over and organises the system of supply before entering a new line.

3. He keeps in touch with the Brigade Grenade Officer.

4. He tests and helps to instruct all Company grenadier sections when out of the line, if possible with live grenades.

5. If there are Headquarters bombers, he commands them, and is responsible for their discipline, and for their disposition under the Commanding Officer.

6. He is responsible for the erection of rifle grenade batteries, catapult bombs, etc.

7. He has access to the Bombing File, which is kept at Battalion Headquarters, and must keep himself fully acquainted with all correspondence relating thereto.

The Scout and Sniping Officer and Sergeant.

1. This Officer is responsible for information; he acts as eyes to the Commanding Officer, and keeps him informed of all changes and movement.

2. He maintains the closest liaison with F.O.O.'s.

3. He trains his scouts and snipers in all their duties, and also assists Officers Commanding Companies with the training of their scouts and snipers.

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4. He assists in the preparation of the Battalion Intelligence Report.

5. He co-ordinates his work with the Battalions on his flanks.

6. He is responsible for the condition and testing of telescopic rifles, telescopes, etc. He should be an expert in the use of the Marindin Range Finder.

GENERAL REMARKS.

Officers.

1. Every Officer must learn the history of his Regiment and endeavour to make history for it. He must inspire his men with the desire to emulate the deeds of their predecessors.

2. Officers must be careful as to the smartness and correctness of their dress. Spurs are only worn dismounted by Field Officers and Adjutants.

3. Gambling is prohibited.

4. Standing drinks in mess is not allowed.

5. Practical joking leads to trouble, and is therefore forbidden.

6. Officers unable to perform their duties through sickness must report at once to their Officer Commanding Company, and the Adjutant must be informed.

7. Officers must be present when the Commanding Officer or Second-in-Command inspects a unit under their command.

8. An Officer may not change duty with another without permission of the Adjutant.

9. Officers must consider duty first, amusement after; they must obtain a thorough knowledge of all their duties if they wish to command the respect and confidence of their men.

10. An Officer, by putting his signature to a paper, renders himself responsible for the correctness of facts or figures stated in that paper.

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11. Only the Officer ordering a parade can give leave from it.

12. Officers must be acquainted with all orders; absence on leave or sickness is no excuse for ignorance of orders.

13. All Officers joining or returning from leave of absence, or from command, must report personally to the Commanding Officer.

14. Officers must invariably check or take notice of any slackness or improper behaviour on the part of officers or of soldiers, either of their own or other Regiments, whenever met with.

15. Officers may not leave the Battalion area without leave.

16. All Officers must pull together and support their Commanding Officer at all times and in all places.

17. An Officer who misses a duty by inadvertence should at once report the fact personally to his superior or the Adjutant, if it is a Battalion duty.

18. An Officer, except the Second-in-Command, who wishes to speak to the Commanding Officer, should first ask the Adjutant and explain to him the circumstances shortly.

19. Officers should be courteous at all times to all ranks, and must return salutes in a soldierly manner.

Non-Commissioned Officers.

1. Non-commissioned officers must not walk out with private soldiers, or associate with them in a familiar way. Their friends must be non-commissioned officers.

2. A non-commissioned officer returning from leave of absence or command should report himself to the Adjutant or the Regimental Quartermaster.

3. Non-commissioned officers must never lend to or borrow money from private soldiers.

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4. Sergeants must not enter the men's canteen except on duty. (N.B.—If possible, a place should be arranged for non-commissioned officers, and if no canteen is available, an estaminet should be reserved for them.)

5. Non-commissioned officers must never use harsh or intemperate, and, more particularly, obscene, language to the men.

6. Non-commissioned officers must back up their officers always, and pull together for the honour of their Regiment.

7. In walking out, non-commissioned officers must give an example of dress and smartness. Sergeants wear belt and side-arms; other ranks belt only.

8. They must be examples at all times to their men, and endeavour constantly to increase their military knowledge.

Private Soldiers.

1. Every soldier must remember that he may by his individual bearing and actions either enhance or injure the reputation of his Regiment.

2. By good behaviour and civility to strangers, cleanliness and smartness in dress and turn-out and drill, gallantry and devotion in the field, he increases the reputation of his Regiment, he increases the respect for the Army, and creates self-respect in himself.

3. *Instant obedience is the root of discipline.* A command must as cheerfully and quickly be obeyed, whether given by a Colonel or a lance-corporal.

4. Any soldier wishing to speak to an Officer must be accompanied by a non-commissioned officer. If the soldier then wishes to speak to the Officer on a private matter, the non-commissioned officer can, for the time, fall out.

5. Employed men must show by their smartness that they are worthy of their employment.

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6. Dress in walking out must be carefully studied, and belts must always be worn.

7. Soldiers on guard must remember that it is often from them only that a Regiment may be judged.

8. Every soldier must think he belongs to the best section in the best Platoon, Company, Battalion and Regiment in the Army.

9. Every soldier will address a warrant officer (including Classes I. and II.) in the same manner as when addressing a Commissioned Officer, but they will not salute.

Guard Duties.

1. The Commander of a guard will make himself thoroughly acquainted with the orders of his guards and sentries. The orders of the guard will be read to them before the guard dismisses and those of sentries on posting. (*Note.*—Orders for a guard must invariably be in writing.)

2. He or his Second-in-Command will inspect all reliefs of sentries before going on duty and on return.

3. Clothing and accoutrements are not to be taken off except for purposes of cleaning and washing; only one-third may remove them at a time.

4. Guards will turn out at Rouse, Retreat and Tattoo and Fire Alarm sounding.

5. Commanders of guards must not leave their guards except on duty, nor will they allow any member of their guard to do so.

6. Soldiers in arrest will be searched, and unauthorised articles taken from them. The boots of drunken soldiers will be removed.

7. If violent, soldiers may be handcuffed, but if so, they must be visited every hour.

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8. If doubt exists as to a soldier's drunkenness, the Regimental Sergeant-Major will be summoned. If doubt still exists, the Medical Officer will be summoned.

9. Non-commissioned officers must be careful to avoid personal contact with violent or drunken soldiers.

10. Sentries will present arms to Field Officers and ranks above; they will slope or shoulder to other ranks and tap the small or sling of the rifle. After Retreat they will stand to attention.

11. Guards turn out and present arms to all armed corps, to all General Officers, and Battalion guards once by day to the Officer Commanding Battalion.

12. Guards turn out, but do not present arms, to all armed parties.

13. Between Retreat and Rouse guards will not turn out except to Grand and Visiting Rounds; to the former they present arms.

14. Guards, on dismounting, will be marched to their Battalion parade ground, and will be dismissed *by an Officer* after they have been inspected.

15. Only a third of a guard may be absent for any purpose at the same time.

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RATION STATE. 1st Bn THE BUFFS. 10. 3. 17

Distribution	Ration Strength	Bread	Meat	Bacon	Milk	Tea	Sugar	Rum	Cheese	Jam	Pork & Beans			Candles	Coal	Coke			Hay	Oats	Signature
Bn Hd Qrs																					
" Adm																					
" Officers																					
" Officers A																					
A Coy																					
" Officers																					
B Coy																					
" Officers																					
C Coy																					
" Officers																					
D Coy																					
" Officers																					
TRANSPORT																					
Detachment Fort A																					
" Dump F																					
ISSUED																					
IN HAND																					Lieut & Q.M.
RECEIVED																					1st BUFFS

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Trench Roster. No 1. Platoon A. Coy. 1st BUFFS. 10.3.17

Names	Noon 12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	Remarks
Lce HORNE	S	|	W	W	S	|			W	W	W	W	R	R	R	R	R	R			S				No 1. S.P.
" PLUMER		S	W	W	W	S				W	W	W	W	R	R	R	R	R	R				S			Day
" ALLENBY		|	S	W	W	|				W	W	W	W	R	R	R	R	R	R	S				S	work on post 2 pm - 6 pm
" ROBINSON		|	W	S	W	|				W	W	W	W	R	R	R	R	R	R	S			S		
" GOUGH	R	R	R	R	R	R				LP	LP	LP	LP	LP	LP	LP	LP	R	R				W	W	W	W	Listening Post
" HOLLAND	R	|	R	R	R	R				LP	LP	LP	LP	LP	LP	LP	LP	R	R				W	W	W	W	under Cpl BOLS
" JACOBS	R	|	R	R	R	R				LP	LP	LP	LP	LP	LP	LP	LP	R	R				W	W	W	W	Teas after
" PUTTENEY	R	|	R	R	R	R				LP	LP	LP	LP	LP	LP	LP	LP	R	R				W	W	W	W	STAND DOWN
" WOOLCOMBE	R	|	R	R	R	|	S			W	S	W	W	S			S						R	R	W	W	
" RAMSHAME	R	|	R	R	R	|	S			W	S	W	W	S			S						R	R	W	W	Work on post
" HALDANE	R	|	R	R	R	|		S	W	W	S	W		S			S						R	R	W	W	8 - 12 mn
" SNOW	R	|	R	R	R	|		S	W	W	S	W		S			S						R	R	W	W	
" WESTON	R	|	R	R	R	|			S	W	W	S			S			S						R	R	W	W	
" GORDON	R	|	R	R	R	|	TO		S	W	W	S			S			S	TO					R	R	W	W	
" MARLAND		|	R	R	R	|			P	P	P	P	P	R	R	R	R	R						W	W	W	W	Patrol under
" HAKING		|	R	R	R	|			P	P	P	P	P	R	R	R	R	R						W	W	W	W	Lieut SMITH
" COINGREVE		|	R	R	R	|			P	P	P	P	P	R	R	R	R	R						W	W	W	W	
" CAVAN		|	R	R	R	|		R	R	R	R	R	R	P	P	P	P	P						W	W	W	W	Patrol under
" DUCANE		|	R	R	R	|		R	R	R	R	R	R	P	P	P	P	P						W	W	W	W	Cpl MALCOMB
" FERGUSON		|	R	R	R	|		R	R	R	R	R	R	P	P	P	P	P						W	W	W	W	
L.G. Section		|				|																					
Pte BENN	S	S	R	R	R	|		R	R	S	W	W	W	W		S								W	W		
" BUGG	R	|	S	S	R	|		R	R	R	S	W	W	W			S							W	W		
" BUTCHER	R	|	R	R	S	S		R	R	R	W	S	W	W					S						W	W		
" BAKER	R	|	R	R	R	|	S	R	R	R	W	W	S	W					S	S				W	W		
" BROWN	R	|	R	R	R	|		S	R	R	W	W	W	S							S	S	W	W		
" GOW	R	|	R	R	R	|		R	S	R	W	W	W	W	S									S	S		

Duties 2 hrs Sentry by day, 1 hr by night. when the next for duty must sleep at the gun within reach of the Sentry.

N.C.O's Duties & Platoon Hd Qrs

Sergt Haig Company Duty. 12 Noon - 6 p.m. 12 mn - 6 a.m

L/Cpl Harrington. No 4. Section (L.G) Platoon Duty 12. mn. - 6 am & when section working

Cpl Malcomb No 3 Section —"— 12 mn. - 6 pm & takes 2nd patrol.

L/Cpl Montgomery No 2 Section —"— 6 pm 12 mn 6 am 12 Noon

Cpl Bols No 1 section (Bombers) Listening Post & when section working.

Pte Jones. servant to Lt Smith. work in platoon commanders Dug-out. 8 - 12 noon. 8 - 12 mn

" Brown. Platoon Cook. build small oven in own time

" Smith " Sanitaryman. Dig new refuse pit. collect & clean all scattered ammunition & hand in to Coy Sgt Major

N.B. Half Rum Ration will be issued by me at Breakfast & half at Teas.

Water & Rations are brought up by Support Coy.

10/3/17

Sd J. A. Smith. Lieut
O.C. No 1. Platoon

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Trench Roster.

1. The roster (p. 335) for trench duties is given as an example of one that can be kept by every Platoon Commander in A.B. 152. It shows a platoon finding two sentry posts (one found by Lewis Gunners), a listening post (in good weather), and two reconnoitring patrols.

2. Unless a roster is kept it is impossible to see, either, that the men do the proper amount of work, or that they are not asked to do too much.

3. After the roster is completed, the roster can be restarted either from the bottom or section duties changed about, so that all duties may be apportioned on a fair basis.

4. The work of a front-line platoon cannot be very ambitious, but a lot can be done by sound allotment of tasks. New constructive work can be done by platoons sent up from the supporting company, who are in this case also bringing up rations, water, R.E. material, etc. If Companies relieve each other, and work together on the same system, it leads to greatly increased efficiency.

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PART IV.

INTERIOR ECONOMY.

LECTURE by LIEUTENANT AND QUARTERMASTER H. NAYLOR, EAST LANCASHIRE REGIMENT, ON THE DUTIES OF A QUARTERMASTER TO A BATTALION IN FRANCE.

Delivered 12th December, 1916.

The Quartermaster must first realise what an important factor he is in the comfort, welfare, well-being, and consequently in no small degree, in the efficiency of his Regiment. To be successful he must have the whole-hearted support of his Commanding Officer. Without the support of his Commanding Officer he can do very little and his Regiment suffers. but with the support of his Commanding Officer he knows he can go "all out"; that any mistake, any error of judgment, etc., provided he makes it in good faith and on behalf of his Regiment, he knows he will come to no harm over it. I suggest that it is not only necessary for the Quartermaster to know that he has the support of his Commanding Officer, but he should be told so. I attach great importance to that point, because a Quartermaster sometimes feels and knows that he has the support of his Commanding Officer, but he has never been told so. On every change of Commanding Officer he should be told to go "all out"; "whatever you do, right or wrong, I am behind you."

The duties of a Quartermaster are pretty clearly laid down. He is responsible to his Colonel—and to his Colonel alone—for rations, clothing, equipment, arms, and billets of his Regiment. He is not in any way or any degree responsible for the supply of ammunition or grenades. I am going into the question of the method of supply. We have Railhead columns, Divi-

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sional columns, and Brigade columns. We will assume it is 6 p.m. At 6 o'clock every evening we have a day's rations in hand on the 1st line Transport at the Brigade Supply Column, and we have a day's rations in hand at Railhead. Rations are supplied through Brigade arrangements. The ammunition is supplied direct under Divisional arrangements with the nearest Divisional Ammunition column. The duties of a Quartermaster are what he cares to make them; they vary with every changing situation.

First: To Establish and Maintain Friendly Relations with the Staff.—By that I mean the Ordnance and Army Service Corps. It may be thought that is not necessary. People may say that if you indent for a thing and are entitled to it you will get it, and if not you won't get it, but I consider it to be a necessary duty. Then he must pay frequent visits to his Brigade Headquarters and keep in constant touch with his Staff Captain, who, after all, has the most to do with him. In our Division we have a Staff who are all "out to help." The Assistant-Quartermaster-General is all out to help us, and where in peace-time various references had to be made through the ordinary routine of the Orderly Room, we can now go to Brigade Headquarters and make our enquiries direct. We have frequent conferences which are very helpful. Various points are raised, and we confer on them, and we come to certain decisions; but every Quartermaster should, before he goes to these Conferences, see his Commanding Officer and ask him if he has any points he would like to raise; but it is no good going to these Conferences unless he knows exactly what he is talking about.

The next point is the **Organisation of the Quartermaster's Staff.**—A great deal depends on this point. It must be properly organised. He must have a system; must encourage initiative, and give his Staff a free hand, but the moment a member of his Staff proves

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himself unfitted or unworthy he must report to his Company Commander that night for duty with his Company. The Quartermaster's work should go on as well in his absence as when he is there. The Quartermaster must make himself useful outside his own sphere; he mus co-operate with his Company and Platoon Commanders, and I know from experience that they are very grateful for any help or advice you can give them. The Quartermaster should be looked upon as a friend, and not, as sometimes is the case, as one who must be approached with fear and trembling. He must work with the Platoon Commanders, and must not be in a water-tight compartment; he must be all out to help. He is responsible for the training of the Company Quartermaster-Sergeant, and on each occasion as casualty arises he must train a fresh one. If necessary he must be prepared to accept anyone, and if he cannot by help, patience, tact, and good teaching, make a good Company Quartermaster-Sergeant, he is not a good Quartermaster himself. He must not go in for red tape. The Quartermaster frequently does. . . . He must be conversant with the conditions under which the men live in the front line Theoretically the Quartermaster's duties cease with the 1st line Transport; he has no official duty which takes him beyond there, but in my opinion he must be conversant with what men are doing in the front line, and to do that he must visit the front line. From information he gains there—his own powers of observation will help him—he can form an opinion as to what can be done; whether it is possible to do cooking on the line, and 101 things besides. He must visit the line by day as well as by night; things appear very different by day to what they would by night. The Quartermaster should see his Commanding Officer every 24 hours; many things to talk about. He should see his Company Commanders at least twice during one turn of the trenches; he can do more in half an

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hour with them than he could with all the memos. they can send him or he could send them.

A Company Quartermaster-Sergeant must report to his Company Commander every night. A system was instituted by the present Commandant in my Regiment, and is now almost universal. Everything going up to a Company, whether rations, or whatever it is, must be enumerated in duplicate, and be checked and signed by the Quartermaster and receipted by the Company Commander.

Relief Nights.—I am dealing with them under two headings: First, *From Trenches*: Men must know, and they must look forward to coming back, as it were, to a warm, bright billet. Certainly it is possible to give them a fire every time they come back; there should be a blazing fire, rum, tea; no effort should be spared to give those men a warm time; you cannot do too much for them. Again, while in rest billets we find working parties; no working parties should ever return to quarters unless they are sure of a meal or a hot drink. In this connection I would go into the question of Officers. Rightly we think of the men first, but it is quite a small thing to remember that Officers should be considered. Have a small fire in each Officer's billet. Secondly, Relief Night *To Trenches*: A most important night, and although we have been fitting up through the week a hundred and one things have to be done at the last moment, and the Quartermaster should see the Company Commander during the day, and certainly during the last two or three hours as to any points which might want attention. Several of the Subalterns have probably used their rounds in seeing how many Bass bottles they can shoot down for practice, and sometimes they forget to replace their ammunition. In my Regiment at present the Company Commanders are all Second-Lieutenants, and, although doing well, they

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may forget certain details, and without interfering in the least with the management of the Company you can often fill in the gap.

Co-operation with the Medical Officer.—A very important point; requires great attention both in and out of the trenches. I am assuming that the Quartermaster goes up every night, as he should do. Some people say it is not necessary for two Officers to go up together and risk both being knocked out; but I submit that the Quartermaster does not finish his duties by placing rations on board and then saying "Good-night"; his duty does not end until they have moved down to the line. I submit that every night the Quartermaster should see the Medical Officer and talk over what has to be done. It may happen that he wants certain things which he can supply. In our own Battalion last winter we kept 150 shirts and 250 pairs of socks up at the Dressing Station, and any man coming in ill or wet could have a change.

Regimental Hospital.—This has only recently been started, and is very successful. The Medical Officer has been able to keep men by sending them down to the Hospital, where they would otherwise be sent to the Field Ambulance and then be evacuated.

Regimental Workshops.—If these workshops are properly organised, they are very useful in a hundred and one ways, particularly the shoemaker's shop, when it is very difficult to get new boots; but at the same time have regard to the question of economy, which I shall deal with later on. Keep your shoemakers' shops properly going, and going strong, and keep a record of your work, and you can get a good deal of work done. It is not wise to let your shoemaker's establishment run below four men in addition to the Sergeant-Shoemaker; if it should run below this you should take steps to apply for men from another Regiment. Four men and the Sergeant can turn out 50 boots in a day, i.e., 25 pairs.

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Examination of Arms.—A thing which is sometimes overlooked, but it should be a fixed principle that every time a Battalion goes up the line, whether for close support or for rest, every rifle should be examined, and you cannot attach too much importance to this point. It often happens that the men's rifles are out of order and they do not know it. Some Regiments have not got an Armourer. We pool the Armourers in our Division, but every Regiment has an Armourer, whether he is with a Divisional Armoury or not, and his services are always available. The Quartermaster should make a point of seeing that the rifles are overhauled on the first available opportunity.

Cleaning of Ammunition.—This is very important, and each inspection should show that not only is the man in possession of the necessary number of rounds, but that *each round* is absolutely *clean* and fit for use. As the men are often in possession of their ammunition for quite a long time, it often happens that it gets dusty or rusty, and consequently unfit for use. The Quartermaster will issue paraffin oil for this purpose.

Co-operation with Transport Officer.—It frequently happens that the Transport Officer has just joined up for the War. Sometimes—more or less latterly—he has not the faintest idea of discipline or organisation; he is out to help the Regiment, but he has been no time with the Regiment; he is merely "doing his bit." It is up to the Quartermaster to give him a friendly eye and to advise him, and it is to his interest to do so. I can tell you of one Regiment where this want of harmony existed, where if the Quartermaster wanted to do anything with the Transport Officer it had to go Officially through the Adjutant, although he was perhaps billeted within a few yards of him. The Quartermaster should make himself conversant with everything connected with the transport, and to do that he need not know anything about horses. He

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should go in for co-operation with Quartermasters of other units. He should remember that his job does not begin and end with the duties to his own Regiment. They should co-operate with one another and help one another, but if you meet a "number-oner" (a man all out for himself) drop him.

Reception of Reinforcements.—Two kinds, the old hands and the fresh arrivals. It is just as well when they arrive at the first line, and before you send them on, to have a talk with them; but before you talk to them it is as well to separate them. . . . You have the opportunity of giving them advice; you can talk about the Corps; about the splendid traditions of the Regiment, and appeal to them to play the game. The question of talking to the men on *esprit de corps* is very difficult. Once we got a draft of 300 men of the North Staffordshire Regiment, several of whom had served in Gallipoli. I talked to the other 250; told them about the Regiment. The men had already been at home nine months, and had been frequently told, and rightly so, that they were the finest Regiment going. Later on the Colonel saw them, and, being a big draft, the Divisional Commander also saw them, and they were simply left to decide who was the biggest liar of the three. In my own Battalion we have a system, which was instituted by the Commandant, of giving the men on a printed slip an address by General Prowse, and every private soldier is in possession of his Trench Orders. At this time of the year it is very necessary to talk about frostbite and trench feet, but don't waste time on the old hands; they know more about it than you do, and so far as frostbite is concerned they now know how to produce it.

Frostbite and Trench Feet.—They may be considered by some as not one of the departments of the Quartermaster, but it is. The Commander-in-Chief

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recently sent out a memo. that he considered the question of frostbite or trench feet was due to neglect of discipline, as well as faulty interior economy, and that he intended to hold Officers personally responsible. . . . If the Quartermaster does not do all he can to prevent frostbite he must take responsibility; he must do all that is humanly possible. He must make sure that a constant and sufficient supply of whale oil is supplied. It can be got, and must be sent up, and he must ask when he visits the line whether they want any more, or things like that. Here again co-operation with the Medical Officer comes in. By keeping in touch with the Medical Officer and Company Commanders, by supplying, and making sure that he is in a position to supply, what is wanted, he is doing all he can. It is only a question of hours; delay is fatal. One Regiment had 200 cases within a week. In my own Regiment we did not have one case last winter, and up till 10 days ago no case this winter. We are up against the problem of some men who are not only not anxious to avoid it, but who actually wish to get it. We do not allow men to wear putties in the trenches, and we are to be allowed 12 pairs of socks per man and two pairs of boots to prevent trench feet. (The Lecturer explained, in reply to questions at this point, that the socks would probably be six pairs Regimental and six pairs reserve.)

Economy.—It has become necessary to issue a very drastic order. Up to a year ago it was simply appalling the waste which went on, and it is now merely colossal. It is the duty of the Quartermaster to let the Commanding Officer know at once which Company is showing evidence of waste. He must have no sentiment about it. If he sees evidence of neglect or waste in any Company it is up to him to at once tell his Colonel. We must for ever get rid of that pernicious idea that *"There is more where that came from."* The need for economy is very real and very necessary, and

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Platoon Commanders, if they have close support and co-operation with the Quartermaster, can help to a large degree to cut down this enormous waste. It is to be very much regretted that there is no real inducement to economise in the question of rations. The contract price of the preserved beef is about 1s. 3d. per tin. . . . There is no Officer present here who can deny that he has seen a great deal of waste going on in bully beef. . . . Under the head of Economy comes the issue of clothing. At the commencement of the War they decided to do away with the kit allowance and to provide free issues. It would pay the Government to bring into use again the pre-War conditions; if, instead of the 2d. a day, they would give the men 6d. per day kit allowance, the Government would save many thousands of pounds in every Division. The waste of ammunition is another very serious item. It is not so bad as it was, but it can only be prevented by a frequent and constant checking of ammunition. There is a difference between waste and saving. We are constantly being exhorted to save and to prevent waste, but there is no inducement to save in the ration line, and you cannot save. In fact, it takes you all your time to get what you want for your "Relief Night," but the Quartermaster is able to do a great deal to prevent waste. The orders for clothing to replace unserviceable articles are usually not worth the paper they are written on. It is a good plan every time the men return from the rest billet for the Quartermaster to inspect every Company, and decide what is serviceable and what is not. He is better able to judge from his experience and he knows how far he can go, and what his resources are. . . . The system of making men pay is very successful. We make men pay for things about which they cannot satisfy their Company Commander, and he alone decides whether he should pay or not if he loses a thing. Recently we have got another system introduced: we

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get 200 iron rations per fortnight to turn over. If you issue them to the Commanders, say 50 each, they are simply used up, but if they are issued in the evening after the evening meal the Company Commander is able to give every man from whom an old one was taken a fresh iron ration. Waste has an effect on the units, especially when the troops are on the move. Equipment is difficult to replace and very often impossible. Where Battalions show the greatest evidence of waste, there is want of discipline and interior economy.

Bathing.—This is usually done by Divisions, but as Divisions are moving about now, they seldom have time to carry out bathing properly; but every Quartermaster should have a scheme cut and dried whilst waiting for the Division Baths to open, and, anticipating that they will not open, make arrangements whereby the men have a bath every week.

Laundry.—Whilst Divisions staying in one sector may have a laundry working successfully, it often happens when moving that the Divisions cannot establish a laundry, or—as recently happened—the ladies of the laundry at Amiens went on strike; they wanted higher pay, and, of course, we could not give it. Again, the Quartermaster should have his scheme ready. It is possible to give every man a bath and fresh clothing once a week, and all he wants is a staff of about eight or nine old soldiers not in the line.

Institutes.—It should be possible for a man to purchase everything he wants in the front line that he could purchase while at rest. This is really the job of the President Regimental Institutes, but as he is often up at the Headquarters he must rely upon the one person who can help him, and that is the Quartermaster. By keeping in touch with the men, and ascertaining what they most require, he can keep his show going in the front line. That, if I may say so, depends

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very largely on the Commanding Officer. (The Lecturer made reference to the price of Woodbine Cigarettes, and said that a case had been referred to the Commander-in-Chief by the Commanding Officer of the 4th King's Own Regiment, as the result of which the price was reduced from 1d. per packet to two packets for 1½d.)

Trench Stores.—This is really a Staff Captain's job. but it often happens that the trench stores are nobody's chickens. You simply take over the amount, so many so-and-so; no one cares; many things unserviceable. I submit that if the Quartermaster would walk round and see things and then talk over the matter with the Staff Captain, he would remedy it.

Continuity of Work.—It is necessary that Quartermasters of various units should have continuity of work in rest billets. If you work together with harmony—you are all out to make your Brigade comfortable—what one Quartermaster has started another one should continue with a view to making the billets as comfortable as possible.

Comforts.—The Quartermaster is charged with the fair and equitable distribution of comforts, and there should be a permanent record kept of what arrives, what number, and from whom. His great task is to see that they are acknowledged by the Commanding Officer. The Regiment where the Commanding Officer acknowledges the gifts—and acknowledges them quickly—generally gets a greater number than those Regiments where the Commanding Officer does not acknowledge the gifts.

Deceased and Wounded Officers' Kits.—I cannot understand how, with the regulations now in force and the means at our disposal, any Officers' kits can go astray. Cox & Co. have issued very large sacks, printed outside **"Cox & Co."** The deceased or wounded Officer's kit is brought into the store—in

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some cases it is there already—and then listed. Some units do not trouble about an inventory, but I submit that the Quartermaster should make a list in quadruplicate; one should be sent with the Memo. to the person to whom it is being sent; one with the kit; the third copy for the President of the Committee of Adjustment, and the fourth copy should be kept as a record. The kit is then placed in the bag and sealed. Every unit has a stamp to seal their Officers' kits with. It is then handed over to the Supply Officer, who has to hand it over to the Railhead, who will not accept any kit unless sealed every two inches. The most important things in the kit are the field glasses and revolver, and if the Quartermaster does not get these articles it is up to him to notify the Adjutant that the field glasses and revolver of any Officer becoming a casualty are not forthcoming.

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PART V.

LECTURE
by
MAJOR-GENERAL C. H. HARRINGTON, C.B., D.S.O., General Staff, Second Army,
on
THE RELATIONS OF THE STAFF TO COMMANDING OFFICERS, AND VICE VERSA, THAT OF COMMANDING OFFICERS TO THE STAFF.

Delivered 13th Febrvary, 1917.

I need not say how glad I feel at being asked to come and see this School of Instruction. For a long time I have wanted to see it, and I knew that when I came I should be impressed, as I have been to-day, with what I have seen.

I am going to speak to you about what many of us think rather a difficult subject, viz., the relationship between the Staff and the Regimental Officer. It is a subject in which I am very interested, and I know there is room for a great improvement, and I am going to tell you how I think that improvement can be brought about.

I am not going to burden you in any way with details about the duties of Staff Officers. . . . I will explain to you presently some of the reasons which have caused a gap between the Staff and the Regimental Officer, chiefly owing to the great number of what are called untrained officers in this enormous army. This gap has got to be closed, and it can only be closed by the co-operation of both sides, Regimental and Staff Officers, and that is why I have come to ask you, who form a great number of Regimental Officers, for your assistance.

This School forms a big reserve, and it is a reserve

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we badly want. We want you out there to draw from as future commanding officers. I can only talk to you about this subject from my own personal point of view. I think I know to a great extent the difficulties from the point of view both as a Regimental and Staff Officer. When this war broke out I was commanding a company in Talavera Barracks, Aldershot, and so I know the difficulties from a Battalion point of view. Since then I have held a number of Staff appointments, and I know the difficulties from the Staff point of view. In order to close this gap I have adopted two methods. (a) I assembled the whole of the Staff Officers in the Second Army and spoke to them very strongly on certain points in order to try and improve matters from the Staff point of view; and (b) I have also, during the last few months, held conferences at the Second Army Headquarters of twelve Infantry Commanding Officers a week. We have them there for a week at a time and show them all we know of the army and the instruction and training which goes on in such an army. We are also able to talk freely about their difficulties. Commanding Officers are hampered by certain things which they feel very acutely, and possibly very often they do not understand the reason for those difficulties. We have to a great extent been able to explain that. So I have had these talks with Commanding Officers, and I know pretty well their point of view, and the object I have in talking to you is to try and put both points of view before you. It is quite certain that, if I can do that, we shall get some improvement. There are undoubtedly a lot of difficulties on both sides, and I think the principal difficulties may be summarised as follows:— (i) Want of training. (ii) Want of closer relations between the Staff and the Regimental Officer. They ought to know each other as friends, and that in many cases is not so at present. That is really the crux of the whole matter. And (iii) a closer study of human nature. Another difficulty is the fact that there is far too much writing in the Army, and I will presently put forward a proposal which I think can reduce it.

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Another evil is that Commanding Officers are not told enough. They are very big men ; they command a thousand men, a position we all respect, and holding that position they should be told a great deal more than is usually the case. I don't refer to secret things or plans, but I mean all the general operations and things which happen. We want to broaden out the Commanding Officer's necessarily confined horizon. There is sometimes a failure on the part of the Staff to realise the Regimental Officer's position, and the result is that all bad work re-acts directly on the troops themselves. They are the people who suffer from bad Staff work. I am not here to make excuses for the Staff. We have got our troubles, and it is our business to settle them; but I am quite certain that if both sides realise and explain each other's difficulties we can improve things. It is necessary to realise what the size of the army in France is, and that is why I have brought you down this map. (The lecturer here explained the enormous growth of the Army in men and personnel.)

In the army I am connected with I never lose an opportunity, when R.E. material is short, of explaining and rubbing in how necessary it is that the troops down South should have the preference, for the conditions down there are much harder than they are up North, and that explains to Commanding Officers a very good reason why they are not able at times to get all they require.

The Lecturer then referred to the question of transport, and explained that in order to compete with the enormous difficulties the management of transport had been handed over to one man, who had taken over the railways, light railways, docks, roads, etc., and everything up as far as the motor lorries can go. He is helped by the ablest assistants, and all the restrictions in this country as to increased fares, fewer trains, etc., have been introduced so that whatever is saved may go to France. Every day the French railways which had got broken down are being gradually replaced by British railway stock. In about six weeks or a couple

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of months we shall, no doubt, feel the enormous benefit from this new organisation.

I now come to difficulties of the Staff. At first a corps had as a Staff one Brigadier-General, General Staff; a first grade General Staff Officer, a second grade General Staff Officer, and a third grade General Staff Officer. At the present moment a corps has exactly one fully qualified Staff Officer, and an army has two. Everything else has had to be improvised since the war started, which, of course, is no mean achievement.

I don't say that our training as Staff Officers was good, but it was constantly rubbed in to us that we only existed for one purpose, viz., to help the troops, and that is a lesson which is not easy to rub in to-day to officers who have not had the same initial training. Of course, short courses are held both at home and in France for the training of Staff Officers, but they are not enough. What I am always preaching is that we have a very heavy year in front of us. No one imagines that this army has been put together for nothing. Everything has been done to help troops in their training: musketry, bayonet work, physical training. What I am always asking Staff Officers is, whether we are doing all we can to help troops to reap the benefit of that training, because it must be a point of honour with all Staff Officers that they do not let down the side, and if they are not sufficiently trained, and do not know their duties sufficiently, the troops are bound to suffer. I tell Staff Officers there are two ways of ensuring that they shall not let down their side:—(1) Knowing their own work and doing it, and (2) helping the troops. We should remember we are all Regimental Officers; we were Regimental Officers first. There is hardly an officer on the Staff now who is not a Regimental Officer. It is very helpful for all Staff Officers to remember that. Another thing to remember is that the Regimental Officer has a harder and rougher time than a Staff Officer. It is the Regimental Officer who feels the pinch when Staff Officers make mistakes. The remedy, or the greater part of it, is to tell the Regimental

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Officer more. He is the first person to realise the difficulties, and if you only tell him your difficulties and the reasons, he is the first to appreciate them. The impression I have formed from talking with many Commanding Officers is that in many cases the Staff do not know enough of the actual conditions of the trenches and the trench life, and the Commanding Officers feel that they do not know the Staff sufficiently as friends, and think that the latter come down to criticise.

In my opinion no Staff Officer, whether he belongs to the "G" or the "Q" side, is fit for his position unless he knows the actual condition of the trenches and the troops. Perhaps this failing is brought about by the fault of trench warfare and its monotony. The worse the conditions and the worse the weather, the more must the Staff be there to discuss and help the Regimental Officer, and the more will they be appreciated for doing so. Staff Officers have always got to be full of energy and tact, and be always cheerful. There is no room for anybody who is not cheerful; he had much better be somewhere else.

Now I come to the question of writing. It is perfectly ridiculous the amount of writing that goes on. When I went, some nine months ago, to the Second Army I asked the Army Commander if I could stop at once the writing of all these reports. I know what a nuisance and how inaccurate they are, and how much eyewash was in them. I asked if they would trust me to carry out a plan I adopted in Aldershot, and I would guarantee to send them any information that was wanted. From that time to this a report was sent only once a month. Everything else was obtained by visiting. I adopted that system while I was there. I got every Commanding Officer or Adjutant to keep my name on his desk, and anything which occurred to him during the day that he wanted to ask me about was written down. He knew that I could be found at 8.30 a.m., or again in the evening, and I could then give him an answer; or if he was wrong, could put it right at once.

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That enabled me to be out training all the day. I have continued that system ever since. I got the next highest Staff Officer to pursue that principle, and I have asked all Corps and Divisional Commanders and all Staff Officers to try that system. If all Brigade Majors and Staff Captains will go down and talk over things with the Regimental Officers, and hear from them what is required, it will save seventy-five per cent. of the writing in the Army. I know it can be done. I know there are Adjutants who practically never get out of their office. If Regimental Officers are lumbered up with this constant correspondence, they cannot think of their proper business, which is fighting and beating the Boche, and if Staff Officers are lumbered up with the same stuff, they cannot think of their special duties, which is to assist the troops. In my own regiment I never allowed more than one man to be in the office. Very few Staff Officers of to-day have any experience of what is before them, because they have had no experience of moving warfare. It is a very different thing from the problem they have been confronted with up to date. The next time this enormous army moves it won't be a question of the army being exhausted; it will move quickly, but it cannot do this if the Staff work is bad. Almost a different brain is required in a Staff Officer for this moving warfare. No time for drafting and submitting orders to a Senior Staff Officer. If a Staff Officer is told to do a thing, he has got to make his arrangements and do it. If he makes a mistake, the troops suffer, and that is a lesson to put to Staff Officers. Are they doing all they can to fit themselves to accept this responsibility when the time comes? There must be unity. The "G" Staff, "Q" and "A" branch, gunner, sapper, etc., must all be one, and the onus for that must be placed on the "G" branch. That branch has the first information of what is required, and what is going to happen, and the onus is on them to tell other branches, because it is quite impossible for the latter to look after troops unless they know what is required, and the only people to tell them is the "G" branch. If

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there is anybody on the Staff who throws sand on the wheels of the machine he must go, and if the machine does not work properly there is only one person responsible, and that is the Senior Staff Officer.

Another thing I always impress on Staff Officers is that they often do not realise—and that applies to the Commanding Officers as well—the importance of the Signal Service. Success or failure depends to a very large extent on the Signals. The Signals are a most magnificent branch. There are a great number of people who do not quite realise what the Signals mean. The Staff can also assist you greatly in the organisation of work. There has been throughout an enormous wastage of energy. In the same way relations between Infantry and Engineers are, in many cases, not properly understood. Sometimes the reasons are good ; sometimes bad. Nothing has improved more in France than the relations between the Infantry and the Field Artillery. The co-operation between the two branches is now quite first-class, and this must mean an enormous increase in efficiency, and we are trying to get a better feeling between the Infantry and the Heavy Artillery. We are carrying out an interchange of Officers with the Heavy Artillery.

In talking with Commanding Officers I have found that a great deal of the energy which is being put into the formation of Schools has, I am sorry to say, in some cases been wasted. These Schools are the very greatest value to the Army. We have your School here, and the big Army Schools in France, Corps Schools, Divisional School ; courses of various kinds to assist Regimental Officers. It is no good getting away from the fact that the Battalions have been very short of officers. Commanding Officers have not realised the value of the courses. They have told me openly that they have not selected the officers they would have done if they had known more about the courses. It comes back to what I said before : Commanding Officers have not been told enough. They have sent men who are not the best. The Schools exist simply to help

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them. In many cases their idea of the Schools is they are an infernal nuisance ; just as they are going into the trenches they get a wire, "Send an officer here and there."

I tell people that in issuing an order it should be issued with consideration. It is a very great help to anybody who issues an order to put themselves in the position of the person who receives it. If you do this, it will very often save stupid orders being issued.

INTELLIGENCE.—Many Commanding Officers have very little idea of what use intelligence is put to, and how valuable often quite little things may be. I have maps which show what has been located, and what deductions can be made from information gained from the front line supplied by observers, Flying Corps pilots, and I have found them intensely interesting. I have also impressed on them the necessity for accuracy in those reports ; you cannot be too careful, when sending in information, about the accuracy of it. If you cannot see things with your own eyes, be quite certain of the eyes of the person who has seen it for you

Another lesson for Commanding Officers and a lesson for the Staff, too, is the necessity for looking after the men ; extra comfort in the Camp ; an extra hut here and there ; extra arrangements for warming, etc.—they all help. People say this cannot be done, but a man of sufficient energy will get it done. The Staff and Regimental Officers can help each other.

Another point which bothers Commanding Officers is, why it should be necessary to use Infantry for making roads, etc.? I can tell you perfectly straight that there is no man who more resents Infantry being taken away from training to work on railways than the Commander-in-Chief himself, and large gangs of labourers are on their way over now to relieve this work. There is a reason for these things. They are not done without thought. Commanding Officers have said to me, "Why is not this done by German prisoners?" Well, it wants a good lot. All the available prisoners are being used. There is a reason for everything, and I impress on

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Staff Officers that it is their business to let the Regimental Officers know the reason, so that they are not bothered by these things. By these methods the Staff Officer gains confidence, and when he goes down to help the lower formations he will know whether he is resented or accepted. It is the little things that matter. I think it was Baden-Powell who invented the Boy Scout's badge to remind the boy to do at least one good turn a day. It is the duty of the Staff Officer to help both those above and below ; to think a little ahead, and to have things ready. It makes all the difference if you know the people you are working with. A word with regard to clerks : remember, they are not machines. I am very glad to have a good clerk. Treat them with consideration.

A Staff Officer should make it a point of honour not to have to be told to do a thing twice. Nothing annoys a Commanding Officer more than to ask a fellow to do a thing, and then to find days afterwards that he has not done it. No necessity for it, because if you cannot remember things, put it down in your notebook.

The thing to do is to make a point of driving your work, and not let your work drive you. If you are going to allow yourself to be snowed up with work, you will not get out to visit your troops, and in so doing you are letting your work drive you. You also want to get system in your work ; the whole thing is a matter of organisation and system. Personally I give each Staff Officer a typed list when he joins showing what his duties are in this kind of warfare, and in moving warfare, so that he will not forget them. What we want, of course, here is a body of enthusiasts. You all know the Army Gymnastic Staff. Major Campbell frequently comes out to visit our Armies. They simply breathe enthusiasm into everybody and everything. Another point, do all you can to encourage the men. We cannot do too much for them. In the Second Army we have the South Irish Division next to the Ulster Division. Nothing pleased me more than to know that the South Irish Division has given a Cup for competition in the Ulster Division.

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Another point: insist on giving lower formations early warning of what is going to happen. It helps more than we can say if you know a little of what is going to happen. Nothing is so worrying as to think that this has been known by people higher up, and not passed on to lower formations.

When orders are issued they should be stuck to. If they have to be altered, it should be explained to the people who are affected by the alteration, why it has been necessary to do it. I find that a great number of orders that have been issued do not get down to the troops. There must be some system.

Commanding Officers, in many cases, do not know what they are entitled to in the way of stores and how to get them. It is generally the fault of the Quartermaster, but of, course, not in some cases. A good Quartermaster will always know what to get. I found a Commanding Officer only last week who did not know he was entitled to any magnetic compasses, but if the Staff would come down and talk with them they will find these things out.

Another difficulty Commanding Officers have to contend with is the sudden call, often when in reserve, for working parties. These cannot be evaded, but it is up to the Staff to let Commanding Officers know the situation. We hope to get the musketry training on the same lines as the Army Gymnastics. Assistance is also required in teaching the tactical use of the Lewis gun.

TO SUMMARISE.—There should be a closer sympathy between the Staff and the Regimental Officer. We want to save writing by visiting, and this applies equally to Administrative Staffs, by talking direct with Commanding Officers and by means of conferences. The system we work on is that the Army Commander is out all day, and so am I. Each of the Staff carries a notebook, and anything we come across in our visits we put down; also anything anyone asks us to do. At six o'clock every evening we meet, and everything is attended to at once. If Corps, Division, and Brigade Commanders pursue that system, I think that we shall save a lot of writing. You Regimental

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Officers can help a very great deal. You cannot get away from the fact that in many cases Staff Officers are rather resented by Regimental Officers. It may be in many cases their fault, but not in all. We want to put that by the board ; we have got a big job on hand. We send them down to try and make friends with you ; we want your help as well. It just occurs to me this moment how Commanding Officers can help. I remember an instance of taking over some trenches from your Commandant in not too pleasant a place. I remember the assistance he rendered to those going in to hold it ; he told us what to do ; how to hold it, and what was in his mind. That is how outgoing troops can help incoming troops. When you come to this course, it is your Commandant's wish and our wish that we should get you to Army Headquarters, and I hope those coming from the Second Army will meet there so that we can show you what we are showing Commanding Officers, and hear your views of how you think things can be improved from the knowledge you have gained here. We only want to know, and to get what is required for the Regimental Officer. It is these Schools which have got to set the standard of thought and training. This is the premier School, the one for Commanding Officers, and then we have the Army Schools for Company Commanders, Platoon Sergeants. Whatever is evolved from lessons of recent fighting and training must be started at these Schools, and it is by going through this course, and the Officers of other Schools going through their courses, that they can be put on the right lines ; and when you go from these Schools you are in a position to act as agents to disseminate that information.

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PART VI.

LECTURE
on
"HOW TO TEACH,"
by
PROFESSOR ADKINS,

Delivered to the Instructors' Course of the Senior Officers' School, Aldershot, on Thursday, 26th July, 1917.

In dealing with the art of teaching I find myself up against a difficulty. It seems rather difficult to talk about an art. You obtain proficiency in an art by practising under the supervision of those who are already masters in the art. Practice is really an apprenticeship. It does not seem very useful to talk about the art of teaching. Nevertheless, theory is obtained as the generalised result of practice, and a knowledge of theory forms a good basis for self-criticism—the best means of making progress.

My purpose is to talk about the art of teaching itself, and what can be done to improve your power of teaching and expressing yourself.

I want you to feel that you are in co-operation with me. Co-operation between teacher and taught is the soul of teaching.

Knowledge.

First of all, the teacher must have a knowledge of the subject. A man very often knows his subject throughout, but his knowledge is not available from the point of imparting it. It must be an **assimilated** knowledge. It must be so much a part of your own brain that you can deal with it backwards, sideways, or in any form, and so digested that you can deal with is under any circumstances. If you find you have not

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been able to get into your class along one line of presentment what you wanted to teach, you must be able to do it from another direction, and get on with it, in spite of the fact that it may be a line that you have never tried before. You must have your facts so much under your control that you can handle them just as a General handles his Battalions, Corps, or Division; able to group them, re-group them, etc.

In getting up a subject you must not be satisfied until you know the why and wherefore of everything you have been studying. You must convince yourself that you have understood it. Unless you do that you have not that knowledge which will be able to withstand all queries.

You must be able to take any question which comes from the class and answer it with ease and readiness. But you need not have every fact and figure in your head. That is to carry an unnecessary burden. You must, however, be able to tell a questioner where the detail can be found. By question-proof I mean absolutely sound and at ease on the main lines and underlying principles. **Your knowledge must be assimilated, reasoned, and question-proof.**

The next thing to do is how to arrange a lesson.

Preparation of a Lesson, a Limited Objective, from Known to Unknown.

The next thing is to get your knowledge into a presentable condition. You must be prepared to give a great deal of time to the actual preparation of the lesson. I will call them lessons rather than lectures, because it is a less formal term. A lecture is a monologue, a lesson is a co-operation. The first thing is to be quite sure as to what you are going to try to do.

You must have a limited objective. When you are planning out your lesson you must know exactly what you are going to do, and where you are going to stop; how much you are going to deal with, and you are not going to be lured on to anything further. When you have got in your mind clearly what you are going to

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do, the next thing is, how are you going to get it done; what arrangement are you going to adopt?

First of all, you must know how much the class knows already. From that to the next point—the Known to the Unknown. It is no good to waste time on anything that everybody knows. It is always fairly safe to assume that men of certain experience know a certain amount. You make a rapid survey by means of preliminary questions of your class, and judge how much they know.

Articulation, or Cause and Effect.

Your subject must be so held together that it represents the links in a chain; one thing leading to another in a continuous sequence, like an arch. Remember that it has got to be continuous. I don't want simply one or two links—it must be a continuous-thinking chain. Never be satisfied if there is a missing link. The idea is to get your students to **understand** your lesson. If you do that, the effort for your students is not to remember it, but to forget; once they understand it, memory is a sort of sub-conscious process, and the knowledge gained a sort of residuum or by-product of an intellectual exercise. Linked-up knowledge has become part of the woven structure of the brain. It is there permanently. A well-linked-up lesson will bear successfully a weight of detail which would render a badly-planned lesson a mere chaos of facts.

Notes.

What sort of notes do you prepare for your guidance? The less you do with notes the better. The more nervous you are the more you look at your notes, and the less you look at your audience; the lesson then becomes flat. Remember, your notes must be reduced to a minimum. What you want is just a sequence of the lecture, so that you have the linked-up points. If you have that clear, the rest can be left to take care of itself.

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I was rather a bit nervous on this subject, but next time I shall halve my notes, and about the fifth time I shall be able to do without any notes at all. Then you can have the audience in your hand to manipulate as you like.

There is a method which they suggest in the Training College of dividing your notes into two columns: (1) Matter; (2) Method. Under "Matter" you put down just the points you actually want to bring up; under "Method" you put down any wrinkles or any little methods which occur to you to help you to illustrate the subject, e.g., the actual figures of the examples you mean to use, sketches for blackboard, etc. **Your notes must be brief—the shorter the better. Avoid reading from MS.**

Prepare Illustrations and Experiments.

Pure talking is to be avoided. Talking becomes hypnotic. You must have something (i.e., illustrations) to ring the changes with. If you use text-books for reference, make sure that they are marked and ready to open at the right page quickly. As regards experiments, there is a difference between a demonstration experiment and a research experiment. Demonstration experiments are only illustrations; therefore they want a certain amount of rehearsing to bring them off slick and pat. If they don't come off like that they cause confusion. You have got to be able to reverse these things after the manner of a juggler. You are in a sense a performer. You can learn a great deal in studying your art. If you can get a hint from George Robey, take it. I do not, of course, mean his facial expression, but the manner of his delivery proves that his jokes must be well thought out. Your illustrations and experiments are the equivalent of his jokes.

Probably you will be capable to build up a blackboard summary.

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Blackboard Summary.

Boil your lecture down to a few phrases at the end of each section, and put these down on the blackboard as you come to the end of each lecture. You can understand what a strengthening effect this has on the audience. They feel that you have the subject at your finger-ends. When you have got that in your mind you can feel vou have the real skeleton which makes your subject clear. You want the class to see you build up your lesson as it goes on. You ought to have enough blackboard space to spare to carry the **whole** of the summary at once. You should also have a blackboard for incidental use. Instructors must practise writing and sketching on the blackboard.

Value of Graphic Methods.

That will go in connection with blackboard summary. Progress in control of a subject can often be judged by the extent to which graphic methods are possible in it. I have dealt now with the knowledge of the subject and the preparation of the lesson.

Delivery.

If you have your knowledge, facts, your plan prepared, articulation, sequence notes, and summary, you are ready to attempt the delivery of the lecture.

Delivery is an art and individual. You can never copy. It is essentially the most important part of the whole subject of teaching. Teaching is a co-operative effort. If the teacher gets up and sends his pupils into a state of coma he is a bad teacher. You have got to guide and direct them; you have got to make them do all the work. You are the leader of a band of explorers.

I should put the whole thing before them as a series of problems. The answers will probably bring new facts to view. If questions crop up, turn them on to your other students to answer; your aim is to stimulate

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their thinking all you can; but when you have got them interested you can go on talking as much as you like, so long as the class is doing its share and following you with real energy. The reward of this effort on the part of the class will be a real and effective by-product, called "Knowledge."

Heuristic Methods.

The pupil should discover the knowledge for himself, instead of taking it in a blind faith that his instructor is telling the truth. This method prevents that dangerous gulf between the teacher and the class. The thing to aim at is the mental activity of your students. If they use their brains they cannot fail to have a certain amount of knowledge left. I give as an instance a lecture which was delivered to a number of City clerks on the subject of Commercial Law. The facts of some crucial case or other would be put before them, and they were asked what, in their opinion, should the official decision have been. The students are thus compelled to think for themselves, instead of merely taking for granted everything the lecturer says. By this means you bring about co-operation between the students and yourself. Remember, students should do all the thinking. It has been my aim to-day to break down the imaginary barrier between the students and the lecturer; to prevent you thinking that I am only here to lecture.

Language.

You must be encouraging, cheerful, colloquial, and avoid set phrases and text-book sentences. A good sentence to read is a bad sentence to hear. Choose your own words to suit your own thoughts. Use tags, proverbs, cliché as little as possible. Talk like a *Primus inter Pares*. Avoid mannerisms. Be sure that your vocabulary is within the range of your audience. The simplest language is the best. Avoid obvious and laborious witticisms and too great a use of metaphor.

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Jokes.

Jokes are very important. They are vital. They give you just the chance for that relief which I have told you about. There is a certain amount of latent energy, and with a joke you put a match to it and explode it. It is a sort of internal fizzing that braces the system like a sneeze. A joke also gives an excellent opportunity to those who want to cough. Be careful in making jokes; a bad joke is very much worse than none. The joke must be relevant and epigrammatic. You must study the subject of joke-making with great care. Suitable jokes are the result of trial and error. Silent or internal laughter is better than a time-taking guffaw.

Questions and Interruptions from Students.

These must be encouraged. If you are such a master of your subject that you can play about with it, then you can answer all questions without being thrown off the track of your lecture. Of course, you cannot have the heuristic method in a mass meeting, but up to a hundred or so I think it is possible. One can, of course, **lecture** to far greater numbers, but a lecture is a monologue: there is little co-operation about it.

You must never allow these questions to break the thread of your lecture. I favour questions being asked at any time, and not restricting my hearers to keep their questions till the end of the lecture. If they wait until you have finished they will probably have forgotten some of the points they wished you to clear up for them, and will go away only to find out afterwards that they have not got as good a grip of the subject as they would have wished. At any rate, the question asked at the end is not fitted into its place in the lesson as the interpolated question is.

If a student asks a question never snub him. Nothing is worse. It takes a lot of courage to get up in an audience and put a question to the lecturer. After a student has mustered this courage and asked you a question, never treat him off-hand. If you do he will

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probably never ask a question again, and others who would have asked will remain silent, and so you have wilfully sealed up the mind of the class when it was ready to open itself for your inspection.

It is only by the questions asked that you can fathom what impression your language is making on your class, and whether they really understand what you are saying. **Therefore encourage questions and discussions as much as ever you can.** Your students will learn twice as quickly, for you have gripped their interest and set them thinking the thing out for themselves.

Now, what about the frivolous questioner and the foolish questioner? You must take them seriously. If the question is an honest question, you must answer it honestly. You may learn something from a question which you had not thought of yourself. If the man is obviously wasting time, and the class is against him, you must tell him to wait until after the lesson. If it is a question of public interest, give him an answer at once. That is a very important point. A man may be trying to take a rise out of you; take him seriously, because you cannot do anything else, or else ignore it altogether. Answer him curtly. But never be led on to give a smart answer. You are not there to show off; you are there to do your job. The odds are against you in a trial of wits. Never play his game and let him have you on. If you can deal with it in that way you have established yourself with your class. If instead you allow the man to have the grin over you, you will fall in the eyes of your students. A question requiring a long and elaborate answer had better be dealt with as part of a succeeding lesson. Never be afraid to ask for notice of a question and for time to prepare an answer. A knowledge of where to get detail is as good as a knowledge of the detail itself.

There are questions which are on such points of individual difficulty that they are not worth the time of the whole class. Any personal point like that you can discuss with the questioner after the lesson. A question

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which suggests a different point of view you should not answer yourself, but turn it on to the audience. "There you have a question, what do you think about it?" A sort of intellectual *ju jitsu* method. If you can get that going you have a **discussion.** Once you have that you can guide the whirlwind. So long as they are working their brains you will find they have the facts permanently in their brains, instead of a merely mechanical and temporary memorizing process. To start a discussion is to achieve a high success in teaching.

Recapitulation.

You have obtained knowledge, prepared the notes, gone into the question of delivery and questions. Now, how are you going to clinch the whole thing? If what I have been saying is right, if your methods are going to leave the whole thing fixed into the brains of your students, as the result of brain activity, why talk about recapitulation at all? Because recapitulation can be used as a rigorous intellectual exercise for the pupils.

The teacher ought not to do any more than make the students give back to him what he has given to them. You can adopt the German idea of the seminar—a round-table talk. You can call upon any individual to give his impression of any part of the lecture. Any differences of opinion the class puts right, and so learns. Everyone has got to be prepared to get up and deal with any part of the lecture.

Have a competition in questions. I can imagine a class forming up into two sides, and each side asks the other side questions, and you can keep the score. One side gets more answers than the other. This will force them into the habits of discussion and alacrity. Try and develop schemes like that for yourselves. It is worth trying.

Then, as regards making sure of the actual subject matter, arrange some method of going over in the first five minutes of the lesson the subject of the last lesson.

For instance: Draw up a series of questions, cover-

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ing, roughly, the whole of the previous lecture. Get them to write down in two or three words the answers to each of the questions given. In five minutes five or ten questions can be answered. Any point not clear can be cleared up when you read out the correct answers to the questions, number by number.

Another method is to say: "I want a telegraphic summary of a certain portion of my lecture—the shortest and most effective will be the winner."

I will summarise these five different methods:—

1. Idea of repeating a section, others criticising.
2. Half-class asks questions of other half.
3. Students work examples in public on blackboard.
4. Short answers to a number of questions.
5. Telegraphic summaries.

Note-Taking.

I come to a very important point now. What system of note-taking should we adopt? When you are taking notes you are attempting to do two things at once; listen with one ear and write with the other—if I may put it that way. **I do not encourage note-taking,** except among those with experience or with a special gift for it; it is too expert a business. If a man is experienced and knows what it is, don't say he must not do it. But as a rule be satisfied with making your students try to **understand** the lesson, then leave the rest to take care of itself.

Shorthand notes ought to be prohibited, because they will encourage shirking. A man who can write shorthand will say, "Oh, I needn't pay a great deal of attention to the lecture; I can read my notes afterwards." And he probably either doesn't or else can't. Anyhow, he has substituted for the intellectual effort of understanding the lesson the mechanical trick of getting it down. That is shirking.

If you do want notes, then I think you ought to provide some sort of typed summary to hand out at the end

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of your lecture. Do not hand it out at the beginning, or your students will begin devoting their attention to some particular point ahead in the lecture and wondering what you are going to say about it, instead of listening to what you are saying about the opening points.

But the real record of the lecture exists already, of course, in your summary on the blackboard. More than that you don't want. If you get the students to copy the blackboard summary at the end of the lecture they have all they really want. Further notes are unnecessary.

One thing you must never do—that is, to dictate notes to your students in any but the briefest form. Some lectures—even at the Universities—become dictation exercises.

The efficient teacher will always have the students' note-books under review. See that there are no glaring errors, and that they have got the blackboard summary roughly. So long as the teacher keeps a close watch on his pupils' note-books, the widest latitude can, of course, be allowed on the subject of note-taking. There are no hard and fast rules, but there is this principle: The lesson is primarily meant to stimulate intellectual effort. Information-giving is a secondary matter, and safely left to itself if the thinking during the lecture is rightly directed. Therefore note-taking is not of vital importance, and if it hinders the vital business of understanding and following the lesson it is supplying a (more or less unsatisfactory) record of the lesson at the price of an intelligent understanding of the subject. And this is of greater value, from the point of view of actual memory, than the average note-takers' notes. If you understand a thing you don't easily forget it. If you half understand a thing, because you were making notes at the time, what is the value of the notes?

The blackboard summary should take up about half a page in the student's note-book. The remaining half and the whole of the following page should be left blank. I will refer to the use of this blank space later on.

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Reading.

It is just as well at the beginning of a course to make sure that your students have something like decent reading habits. It is something to know that they are going to read properly all they are supposed to read. Therefore it would be valuable to show them how to read a book, how to put cross-references in, underlining, marginal notes, etc. You have to stick to it at first, because someone will think it "tommyrot." Similar early practice in note-taking is also useful.

Supposing you get your students into good reading habits, how are you to know that all their reading is concentrated on the subject? There you have the blackboard summary. The one and a half blank pages (referred to in the last paragraph under "Note-Taking") ought to be used for the additional information they get out of reading upon the subjects of the notes. You can always tell the character of your student by the use he makes of that space. Some will put down notes and references where they can lay their hand on the full information if required. Others will concentrate the information they have gained and put it down in a few phrases in their note-books.

So you see the blackboard summary becomes the skeleton of the whole course. You cannot overestimate the value of it; it is the chart of your course.

* * * *

The lecturer gave a demonstration of recapitulation by asking the students various questions covering the whole of the subject of the lecture.

There was also a discussion on the question of note-taking and other points of the lecture.

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CHAPTER XV.

The following points, which have been compiled by the Commandant, with the aid and assistance of Lieut.-Colonel J. F. R. Hope, D.S.O., K.R.R.C., may assist Officers who find themselves promoted to the Command of Battalions in France. **(N.B.—All these points, if observed by Commanding Officers, bring contentment of mind to the Officers, non-commissioned officers, and privates of their Battalions.)**

A Part II. has been written, entitled "Some of the things that please a Commanding Officer," but as all he points refer to the Brigadier and his relations with his Commanding Officers, it is not proposed to print them in this book. If, however, any student Officer should be promoted to the Command of a Brigade, a copy of Part II. will be forwarded on application in writing to the Commandant.

PART I.

SOME OF THE THINGS THAT PLEASE AN INFANTRY BRIGADIER, By a BRIGADIER.

1. A Commanding Officer who has knowledge, and who knows how to impart his knowledge to those under him.

2. A Commanding Officer who salutes and turns out well himself, and insists on all his Officers doing the same.

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3. A Commanding Officer who does not get rattled directly the Brigadier or the Divisional Commander or any other General hoves in sight.

4. A Commanding Officer who insists on a good Headquarter Mess and good Company Messes for every one of his Companies.

5. A Commanding Officer who trains his Battalion sensibly and in moderation.

6. A Commanding Officer who does not permit his men to be pulled out of their beds before 7 a.m. either in summer or winter.

7. A Commanding Officer who does not allow parades of any kind on an empty stomach before breakfast.

8. A Commanding Officer with a cheerful manner.

9. A Commanding Officer who can answer any reasonable question put to him regarding his own Battalion.

10. A Commanding Officer who insists on keeping up a good corps of drummers, buglers, or pipers.

11. A Commanding Officer in whose Battalion crime is practically non-existent, and yet in which the Officers and men work hard and fight well.

12. A Commanding Officer who is always thinking of, and encouraging by day and night, *esprit de corps* in his Battalion.

13. A Commanding Officer who reads his orders and correspondence with care, and deals with both in a sensible and systematic manner. Also, one who, when called upon to give his opinion on some point, keeps to the matter in hand, and does not break off into some extraneous subject.

14. A Commanding Officer who insists on his Adjutant getting away from his office and being a fight-

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ing soldier rather than an officer's clerk, which a good many Adjutants prefer and think it their duty to be.

15. A Commanding Officer who will not permit his Officers to wear freak garments (e.g., snow white gloves, collars, ties, and breeches, pudding caps, etc.) or to grow Charlie Chaplin moustaches.

16. A Commanding Officer who realises the importance of keeping for ever in front of his men the cause for which they are fighting.

17. A Commanding Officer who is human and a man of the world, and who therefore sympathises with his Officers and men in their desire to enjoy whatever the opportunity permits (e.g., when the Battalion is billeted near towns or other places of interest, one who allows them to enjoy the amenities of life in those towns, provided the necessary leave is forthcoming).

18. A Commanding Officer who says what he thinks in a tactful, yet determined, manner, and not what he thinks will please the Brigadier.

19. A Commanding Officer who, in a tactful manner, will bring to the notice of the Brigadier any order issued from the Brigade, which may be unworkable and so unsound.

20. A Commanding Officer who puts his Battalion into action only after thorough reconnaissance of the ground, and after pointing out to his Company Officers **on the ground** exactly what he wishes done.

21. A Commanding Officer who in action really commands his Battalion, and keeps the Brigadier accurately informed of the situation.

22. A Commanding Officer whose men are playing games in the afternoon, or otherwise enjoying themselves and keeping fit.

23. A Commanding Officer who plays himself and can lead his Battalion in games as well as in action.

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24. A Commanding Officer who knows his Officers and non-commissioned officers intimately, and who can address many of the private soldiers by name.

25. A Commanding Officer who has the interests of his Officers and men at heart when alive, and when dead honours them by decent burial, and who thinks of their relatives.

26. A Commanding Officer whose Officers, non-commissioned officers and men know the history of their regiment, and who are bent on making history for it.

27. A Commanding Officer who knows when a gallant action has been performed, and sees that the right man is rewarded.

28. A Commanding Officer who is respected and trusted by every member of his Battalion.

29. A Commanding Officer whose Battalion is clean, smart at drill, well fed, and on the march does not straggle. Whose Battalion can move off as a compact unit at very short notice, and for any purpose, cheerfully and in good heart.

30. A Commanding Officer who has a good canteen, wet and dry, under all circumstances possible, a recreation-room properly equipped, and always a separate room or mess for his Warrant Officers and non-commissioned officers.

31. A Commanding Officer who, if in the trenches, knows his line from end to end, not only as regards the actual trenches, but is also thoroughly acquainted with the actual ground in and in front of his sector.

32. A Commanding Officer whose Officers, non-commissioned officers and specialists are the best in the Brigade—thoroughly trained and thoroughly reliable.

33. A Commanding Officer who never forgets to praise when praise is due, but who allows no slackness or dereliction of duty of any kind whatever.

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34. A Commanding Officer who is not content with telling his non-commissioned officers that they are the backbone of the Army, but who, by taking an active part in their training, assists them to improve their knowledge, and who, by insisting on them living properly and under conditions in keeping with their rank and position, enables them to preserve their status in the eyes of their men.

35. A Commanding Officer who has knowledge and because of this knowledge can handle his Battalion at all times in action in such a manner as to inspire his men with the utmost confidence.

36. A Commanding Officer who personally sets every single Officer, non-commissioned officer and private in his Battalion the finest example in everything he calls on them to undertake.

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CHAPTER XVI.

THE TRAINING AND EMPLOYMENT OF BOMBERS.

A lecture and demonstration in the Training and Employment of Bombers was carried out by Captain H. R. STOBIE, Commandant of the Aldershot Command Bombing School.

The following pages indicate the lines on which bombing operations are practised :—

GENERAL IDEA.

General attack in first line trenches.

Trenches on frontage F—K have been bombarded for days, with cessation of fire at intervals, followed by minutes' hurricane bombardment.

At Zero hour artillery fire lifts and Infantry advance begins.

Objective is reserve trench G3—K3.

Infantry will leave their trenches in waves of 70 yards distance.

First wave attack fire trench G1—K1.

Second wave attack Support trench G2—K2.

Third wave attack objective—reserve trench—G3—K3.

Fourth wave will consist of supplies and mopping up parties.

Each wave having cleared their allotted trench will leave sentries on all dug-out entrances, and then follow succeeding waves to the objective.

Sentries may remain in captured trenches.

If the objective is not obtained by Infantry attack, the Officer in charge firing line will at once organise a Bombing attack to complete the operation.

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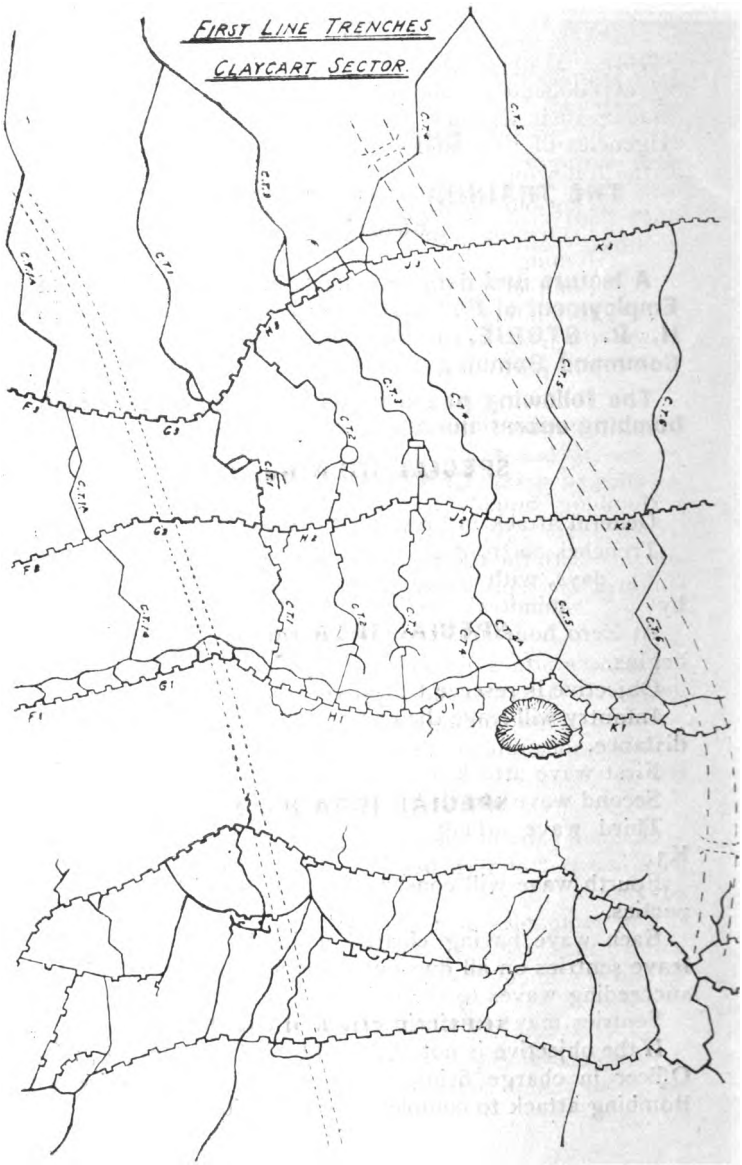

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Note.—With the exception of clearing up parties, it is very difficult to allot a definite rôle to Bombers in attack; their action can only be determined by the exigencies of time and circumstance, and may be any of the following operations :—

1. Dug-out clearing.
2. Protecting flanks of Units.
3. Joining up gaps in the advance.
4. Completing the objective.
5. Extending the captured area.
6. Clearing shell craters and débris within reach of position occupied.
7. Holding your gains against a counter attack by enemy's Bombers.

SPECIAL IDEA No. 1.

Bombing Squads for mopping up parties to clear trenches H1—J1, and H2—J2 inclusive. They will advance with the fourth wave of the attack. Waves of Infantry are represented by fatigue men with red flags.

SPECIAL IDEA No. 2.

Infantry attack is checked by machine gun fire on a line of 20 yards beyond support trench G2—J2.

Officer Commanding firing line organises all available Bombers to complete the objective G3—J3 by a Bombing attack.

SPECIAL IDEA No. 3.

One company of the attacking line is faced with uncut wire in front of trenches H1—J1, which prevents their advance.

The companies on the flanks succeed in their attack, and at once use their bombers to clear out the enemy behind the uncut wire.

SPECIAL IDEA No. 4.

In a general engagement such as the SOMME fighting, Attack and Defence continually alternate.

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Attacking Bombers have cleared a portion of communication trench in C.T.4, but find they cannot penetrate the support line, G2—J2. They decide to hold what they have attained, and proceed to barricade the trench and defend it.

SPECIAL IDEA No. 5.

Defenders counter-attack.

The attacking troops have barricaded and isolated their trench, C.T.4, when suddenly defending troops develop strong rifle grenade fire on the barricaded trench, under cover of which they rush the last trench and recapture it.

SPECIAL IDEA No. 6.

A portion of the objective G3—H3 has been secured, but a vigorous resistance is being maintained by enemy occupying group of trenches in the vicinity of J3.

Bombing operations to reduce this point must be undertaken immediately before the enemy make it a rallying point for a counter-attack.

SPECIAL IDEA No. 7.

The infantry attack is checked at the support line G2—J2.

The defending bombers counter-attack immediately. The attacking infantry hastily collect their bombers and repel the counter attack.

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CHAPTER XVII.

PRÉCIS OF A LECTURE
by
LIEUTENANT-COLONEL R. T. PELLY, D.S.O.,
Princess Patricia's Light Infantry,
on
REGIMENTAL TRANSPORT.

1. Importance of having Good Transport.
   (a) Point of view of efficiency of Battalion; Transport an important part.
   (b) Like the Billet Guards, very much before the public eye, and so its smartness or otherwise does much to affect the reputation of your Battalion.

2. Necessity for Commanding Officer to interest himself in his transport in order to keep up keenness and efficiency of the Transport personnel.

3. Commanding Officers should do four things :—
   (1) Inspect transport each time out of trenches.
   (2) Be friendly with Divisional Veterinary Officers.
   (3) Be friendly with Officer Commanding Train.
   (4) Arrange occasional Transport Competitions.

4. **Inspection of Transport.** Study five things.

(a) **ANIMALS.**

Grooming.

Coats clean to the roots.
All horses in equally good **condition**. If not, see if proper roster of duties is kept.

Shoeing.

(1) Shoe to have level bearing on foot. (Look for daylight between foot and shoe.)

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(2) Outer edge of shoe flush with contour of foot.

(3) No rasping whatever of the wall, especially the toe (dumping), except a small groove made with edge of rasp in which to embed clenches.

(4) No cutting away of the bars and the sole.

(5) Nails driven highest at the top and lowest at the heel.

(6) Foot not too long and not over reduced. Foot reduced with rasp, only down to plane of the sole.

(7) Clenches well turned, of the proper length (equal to width of nail) and not projecting.

Sore Backs, etc.

Ascertain and remove cause.

Manes.

Properly hogged—not a couple of inches long.

(b) **HARNESS.**

Condition.

Leather soft and pliable, especially breast collar, girth, sircingle, and breeching. Stitching sound and not rough. Hidden leather (e.g., girth tabs) equally soft. Numnah and saddle padding free of dry sweat. Steel work and brass work polished and bright. Pack saddlery. Nosebags clean and in good repair.

Fit.

Position of breast collar just above point of shoulder.

Tight throatlashes. Tight curb chains. Pack saddles wrong way about. (Narrow arch should span withers.)

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(c) **VEHICLES.**

Cleanliness.

Should be washed if possible every time they have been out.

Condition of paint work. (Varnishing recommended.)

Don't allow oil to be used if paint is good.

Broken tailboards (sign of bad march discipline).

Wheels properly washered up.

Wheels well greased (don't forget the cookers).

Don't allow crates in cookers.

Loose spokes detected by cracking paint.

Brake blocks.

Wagon covers (straps soft—canvas repaired).

(d) **MEN.**

Generally dirtiest in the Battalion next to the Cooks. Clothing. Equipment. Rifles.

(e) **LINES.**

Standings in good repair. Horses have no straw, so standings free from lumps and holes necessary for their comfort.

Disposal of manure.

Forage.

Farrier and saddler.

Men's billets.

Place where harness is kept.

5. Always say a word of praise to a driver with a well-turned-out team.

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6. Complimentary Orders.

"The Commanding Officer wishes to congratulate the Transport on their excellent turn-out at his Inspection this morning." Pleases the men and has good effect.

7. Get Brigadier to come and judge your competitions.

8. Result of competitions in Orders and copy of Orders for each prize-winner.

9. Feeding.

Horses have small stomachs. Feeds therefore small and frequent. Bad tendency to give last feed too early so that men can get away to billets. This means long interval before morning's feed.

Suggested hours :—

7 a.m.—Water and Feed.
12 noon.—Water and Feed.
5 p.m.—Water and Feed.
10 p.m.—Feed given by Stable Guard.

Always water before feeding. Always water on completion of work. In hot weather water frequently.

10. Final Word.

Let me impress upon you the importance of giving your men encouragement.

Nothing is so effective for obtaining good work in the future as recognition of good work in the past.

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CHAPTER XVIII.

CO-OPERATION OF INFANTRY AND THE ROYAL FLYING CORPS.

Brigadier-General W. S. Branker, Director of Air Organisation, kindly arranged for a series of lectures to be given to Officers of the Senior Officers' School on "The Work and Organisation of the Royal Flying Corps."

The following notes are a copy of R.R.F.C. 2169 C:—

INSTRUCTIONS FOR CONTACT PATROL WORK BY AEROPLANES.

Object.

1. Contact patrol work by aeroplane is designed—

(a) To keep headquarters of formations informed as to the progress of their troops during an attack.

(b) To report on the positions of the enemy opposing the advance, the movements of his immediate reserves, and the state of his defences

(c) To transmit messages from the troops engaged to the Headquarters of their formation.

Contact patrols supplement, but in no way take the place of, other systems of communication.

Observers must be fully informed as to the plan of attack, the disposition of the troops with whom they are working, and their objectives. Before going up, the observer should always, if possible, visit the Division or, if the operation is a small one, the Brigade concerned,

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in order to obtain all the detailed information possible. He should synchronise his watch with the Staff, so that he may know exactly when to look for the attack to commence. As much notice as possible should be given to the Squadron concerned when a contact patrol is required in order that the observer may have time to make these visits.

Recognition of Aeroplane.

2. Aeroplanes detailed for contact patrol work must have special markings, which should be known to all ranks of the Infantry with which they are working. They will, in addition, carry a Klaxon horn and Very's lights for the purpose of making themselves known, and to answer signals received from the ground. Infantry may, as a general rule, expect to see their contact patrol machine vertically above our own and the enemy's trenches.

Information Sent to our Artillery.

3. Aeroplanes on contact patrol must not be called upon to report regarding hostile batteries (but see para. 7), nor to check the fire of our Artillery, which is the duty of the machines working with the Artillery. From the position from whch they work they are, however, very well placed to keep our Artillery informed as to the movements of the enemy in immediate contact with our Infantry (see para. 7).

Methods of Communication between Infantry and Aeroplanes.

4. Contact patrol aeroplanes receive signals from—

(A) Attacking Infantry.

(B) Battalion and Brigade Headquarters.

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(A) Attacking Infantry signal to the aeroplane by means of flares.

Flares will be lit :—

(i.) By previous arrangement—

(a) At specified times.

(b) At specified places.

The former is, as a rule, the preferable plan.

The approximate hours at which flares will be lit should be laid down in orders. At these hours the Infantry will be on the look-out, and will light their flares when their aeroplane calls for them by Klaxon horn (see para. 5). About half an hour after the objective is expected to be reached has been found a suitable time.

(ii.) Without previous arrangement.

(a) When called for by the aeroplane by Klaxon horn (see para. 5).

(b) On the initiative of local Commanders, who may wish to make their position known.

Flares should only be lit by the order of local Commanders when the aeroplane working with their formation is flying in their vicinity.

When flares are called for by the aeroplane, it is important that they should be lit by the most advanced troops. Bodies of troops in rear will often light flares, thinking that they are the most advanced, but this will not prevent the location of the front line, provided flares are also lit there.

Flares can be seen if lit at the bottom of trenches or in shell holes, but care must be taken that there is no obstruction between the flare and the aeroplane. At least two flares per man should be carried by troops in the attack. The signal by Klaxon horn to call for flares will be a succession of A's (see para. 5). If the Infantry cannot reply at once they should await a repetition of the signal before lighting their flares, otherwise

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they may be lit when the observer is not in a position to see them.

(B) (1) Battalion and Brigade Headquarters indicate their position and identity to the areoplane by means of ground signal sheets and strips. Ground signal sheets (see Appendix A) are laid on the ground at the Headquarters concerned to indicate its position, while its identity is disclosed by the code letters of the Battalion or Brigade, made by ground signal strips, laid alongside the sheet, or sent on the panel or lamp (see 2 below), if strips are not available. Sheets and strips should be put out as soon as the Headquarters is established, and left out until it moves.

(2) Battalion and Brigade Headquarters send messages to the aeroplane by means of :—

(a) Ground signal panel.

(b) Lamp.

Ground signal strips will not be used for the purpose.

Complicated systems of communication are bound to break down in battle, and signals sent by the above means will therefore be confined to those given in Appendix A.

Headquarters will indicate that they have a message for the aeroplane by displaying the white side of their ground signal panel, or by shining their lamp on the aeroplane. When the aeroplane is ready to receive a message, it will send the code letters of the Headquarters concerned, followed by the letter G, by Klaxon or lamp, using the Morse code.

Each word or code letter of a message from the ground will be answered by the aeroplane by the general answer T, and the receipt of the message will be acknowledged by the code letters of the sender, followed by RD (see para. 5).

Ground signal sheets, strips, or panels must be carefully sited in order to give the aeroplane observer a dark background if possible.

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In signalling to an aeroplane from the ground it is essential that—

(i.) Signallers should know when the aeroplane is in position to receive and when it is not so.

(ii.) Signalling should be slow, and particular attention should be paid to timing and to the correct formation of letters.

(iii.) Signallers on the ground should have patience, and continue sending until their signals are acknowledged.

Methods of Communication between Aeroplane and Infantry.

5. Contact patrol aeroplanes communicate with the attacking Infantry by means of Klaxon horns, using one signal only, namely, a succession of A's, meaning "light flares." If the Klaxon fails to act, or if no reply is received, the aeroplane will fire a white light, indicating a call for flares. They communicate with Headquarters of Battalions and Brigades by means of :—

(a) Klaxon horns;
(b) Lamps;

using the Morse code in both cases.

Methods of Communication between Aeroplanes and Headquarters of Corps and Divisions.

6. Aeroplanes communicate with the Headquarters of Corps and Divisions by dropping message bags.

Observers should be provided with tracings on a suitable scale, and showing all known trenches, on which the positions reached by our own troops will be marked as follows :—

Flares	= • • • •	
Battalion H.Q.	=	with Battalion call letters.
Brigade H.Q.	=	with Brigade call letters.

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When necessary, the tracing should be supplemented by a message.

On reaching the ground the observer will report personally, or by telephone, to the Headquarters concerned.

Method of Communication between Contact Patrol Aeroplanes and the Artillery.

7. Wireless will only be used by contact patrol aeroplanes for the purpose of sending down targets to our Artillery. Such targets will be sent down under the Zone Call system, as used by Artillery machines. Contact patrol machines should watch especially for movements of immediate reserves, massing of troops for counter-attack, minewerfers, machine guns, and strong points holding up our advance, and targets of such nature. Hostile batteries will normally be dealt with by the Artillery machines.

Special Reconnaissances.

8. In addition to establishing communication between the Infantry and the Headquarters of formation, contact patrol aeroplanes may be employed to report on the enemy's dispositions and defences both before and during an attack.

Prior to an attack they are able to keep the Command constantly informed as to the progress and results of the Artillery bombardment, while after an attack they can discover the enemy's fresh dispositions and sometimes his strength at various points. In this case, also, observers must be given all available information by the Staff concerned before starting.

Commanders and Staffs when giving orders for such reconnaissances must fully consider the risks run by pilots and observers in carrying them out. At an altitude of 1,500 feet or less an aeroplane is almost certain to be hit by rifle and machine-gun fire from the ground,

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unless the enemy is fully occupied in fighting. Conditions will arise in which these dangers should and must be run, but it must be borne in mind that the loss of one or two good pilots or observers who know their ground impairs the value and efficiency of Squadrons for a considerable time, and is only justified by the chance of obtaining information of really first-class importance. When giving orders the degree of importance attached by the Commander to the information required should be explained to observers, who will then be able to judge to some extent the risks which they are justified in incurring. A rough guide as to the height from which various objects can be observed in an average light is given in Appendix B.

APPENDIX A.

SIGNALS BETWEEN AEROPLANES AND INFANTRY.

1. By the Aeroplane.—Succession of A's on Klaxon horn, followed by white Very light if necessary... ... Light flares
2. By Battalion H.Q.—Semi-circular ground signal sheet with letters of Battalion call, *e.g.*, AL ... Battalion H.Q.
3. By Brigade H.Q.—Three-quarters circle ground signal sheet with letters of Brigade call, *e.g.*, PN Brigade H.Q.

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By Brigade or Battalion H.Q. :—

By Lamp or Signalling Panel.			Meaning.	Answer by Aeroplane by Lamp or Klaxon.	Meaning
Battn. or Bde. call			H.Q. are here ...	T	Received.
Succession of		B's	Enemy are retiring at	T	,,
,,	,,	F's	Enemy offering strong resistance at	T	,,
,,	,,	G's	Further bombardment required...	T	,,
,,	,,	H's	Lengthen range...	T	,,
,,	,,	J's	Raise barrage ...	T	,,
,,	,,	K's	Lower barrage ...	T	,,
,,	,,	O's	Barrage wanted...	T	,,
,,	,.	P's	Reinforcements wanted	T	,,
,,	,,	N's	Short of ammunition...	T	,,
,,	,,	W's	Short of water ...	T	,,
,,	,,	Y's	Short of grenades	T	,,
,,	,,	X's	Held up by M.G. fire	T	,,
,,	,,	Z's	Held up by wire...	T	,,
O.K. ...	...	...	We are all right...	T	,,

Signals will be preceded by Battalion or Brigade call letter, if strips have not been put out. The map location of the point of the line to which reference is made will be given if necessary by the clock code, the position of the sender being considered as the centre of the clock face, and the hour 12 being always taken as pointing due North. The distance in yards from the point it is desired to describe will be given by a letter of the alphabet, A representing 50 yards, B 100 yards, C 200, D 300, and so on. The direction will be given by the hour on the imaginary clock face.

For example, if it were necessary to ask for the range to be lengthened at a point 400 yards North-West of Battalion Headquarters, the message would be HHHE

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10, HHH being acknowledged by T, and the whole message by the code letters of the sender followed by RD.

Distances of 150, 250 yards, etc., will be given by a two-letter signal, e.g., BA = 150, CA = 250.

APPENDIX B.

Heights from which various objects can be seen in a good light.

From 3,000 feet.

An attack can be followed.
Bombing can be seen.
State of trenches can be reported upon as to whether they have been badly damaged by bombardment or not.
Trench mortar emplacements can sometimes be seen
Tracks can be seen.

From 2,500 feet.

Men massed in trenches can be seen.
It can sometimes be seen whether a trench is revetted or not.

From 2,000 feet the following can be seen:—

Wire in a good light (but not its condition).
Overhead traverses.
Sandbags.
Comparative width of trench.

From 1,500 feet.

Dug-out entrances.
Comparative depth of trench.
Men making signals, such as waving their helmets.
From 1,000 feet or under our own troops can be distinguished from those of the enemy.

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CHAPTER XIX.

PART I.

THE METHODS OF DEALING WITH OFFENCES IN A BATTALION.

The following notes were drawn up by Major J. C. Ramsay, Cameron Highlanders, who supervised in Instruction of Military Law at the Senior Officers' School :—

ABBREVIATIONS :—

M.M.L., Ch. IV. (15),	abbreviation for	Manual of Military Law, Chapter IV, para. 15.
A.A. 46 (3)	,,	,, Army Act, section 46, sub-section 3.
A.A. 45 (Note 4)	,,	,, Army Act 45, foot-note para. 4.
R.P. 5	,,	,, Rules of Procedure, Rule 5.
K.R. 469	,,	,, King's Regulations, para. 469.

The sequence of events is Arrest, Investigation, Award. These are dealt with in A.A. 45 and 46; R.P. 2—8; K.R. 463—513; and explained in M.M.L., Ch. IV.

See also F.S.R., Part II. (106 and 107), and Field Service Pocket Book (reprinted 1916), page 216.

OFFICERS.

Arrest.

M.M.L., Ch. IV (2 & 3). Usually through medium of Adjutant or Second in Command. Inform him in writing whether arrest is "close" or "open." May be under the escort of an Officer; or in charge of a guard, under a sentry.

May be permitted to take exercise under escort.

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M.M.L., Ch. IV (4). K.R. 469. A.A. 45 (Note 4).

If possible, a preliminary investigation should be made before the Officer is placed under arrest.

If he is placed under arrest a report should be sent to Brigade Headquarters.

M.M.L., Ch. IV (5). A.A. 45 (3).

A Junior Officer may place his Senior under arrest if the Senior is engaged in a quarrel, fray or disorder, or commits a glaring impropriety.

K.R. 468.

Under normal circumstances the Officer should not be released without the sanction of the highest authority to whom his case has been referred.

Investigation.

M.M.L., Ch. IV (19). R.P. 8.

Investigation may be by Commanding Officer or by a Court of Inquiry. He cannot demand a Court of Inquiry, but can demand that the evidence be taken down in writing in his presence.

The Commanding Officer may at his discretion dismiss the case. If the case is remanded for Court Martial, the Officer should receive a copy of the evidence.

NON-COMMISSIONED OFFICERS.

Arrest.

M.M.L., Ch. I V (10). K.R. 471.

If a serious offence, the Non-Commissioned Officer should be placed under arrest at once.

If the offence is trivial, arrest need not be enforced until the investigation proves it necessary.

The rules as to "close" and "open" arrest laid down for Officers apply generally to Warrant Officers and Non-Commissioned Officers.

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Investigation.

M.M.L., Ch. IV (20). First investigation will be by Company Commanders.

Powers of Company Commanders are limited.

K.R. 484 & 499. In the case of lance-sergeants or upwards, he may dismiss the case or remand for Commanding Officer.

A.A. 45 (Note 9). Corporals or lance-corporals he may admonish or reprimand; he may not "severely reprimand" nor award any "C.B."

If the Company Commander remands the case, the Commanding Officer may:—

R.P. 4.
(a) Dismiss the case.
(b) Deal with the case in accordance with his power of punishment.
(c) Remand to have the evidence reduced to writing.
(d) Apply to superior authority to deal with the case.

Awards.

M.M.L., Ch. IV (31). Commanding Officer cannot award a summary or minor punishment, except that he may admonish, reprimand, or severely reprimand, or may deprive of acting or lance rank.

K.R. 499.

K.R. 302. The "deductions" from ordinary pay applicable to privates apply also to non-commissioned officers.

A.A. 46 (Note 3).

A.A. 183 (2). Commanding Officer may apply for summary reduction of a warrant officer or non-commissioned officer for other than disciplinary reasons. Corps Commander may sanction.

Commanding Officer may also apply to have a warrant officer or non-commissioned officer returned to England as being unsuitable for work in the field. Corps Commander may sanction.

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PRIVATE SOLDIERS.

Arrest.

M.M.L., Ch. IV (11). If the offence is trivial, the man will be placed under open arrest and will attend all parades.

K.R. 473, 475, 482. If offence is serious, he should be confined at once; but under ordinary circumstances a private soldier will not be placed under close arrest for any offence unaccompanied by drunkenness, violence, or insubordination

K.R. 473, 475, 482. When under close arrest he may be compelled to bear arms, or if the witnesses will not be available for some time, he may be released without prejudice to re-arrest when it becomes possible to deal with his case.

A man placed under close arrest should not be released without the sanction of the Commanding Officer.

K.R., 477. A young non-commissioned officer should not as a rule place a soldier under arrest, but immediately report the case to his sergeant. A non-commissioned officer placing a soldier under arrest should avoid any altercation, and should not come in contact with the accused.

A.A. 45 (4). The charge or "crime" should be handed into the Guard as soon as possible after the man has been confined; this should be at once entered up in the Guard Report.

K.R. 478. M.M.L., Ch. IV (21). A soldier confined for drunkenness should be deprived of articles with which he might injure himself; he should be visited periodically; he should not be put through any drill or test; he should not be brought before his Officer until perfectly sober.

Investigation.

A.A 45 (5). K.R. 484. All offences should be investigated without unnecessary delay.

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K.R. 484. The first investigation will be by the Officer Commanding Company. This applies also in the case of non-commissioned officers.

K.R. 481. When the accused is brought before the Officer his cap will be removed.

The Officer Commanding Company may dismiss the case, deal with it according to his powers of punishment, or remand the case for the Commanding Officer.

K.R. 485. The investigation by Officer Commanding Company should take place at such an hour as to allow complete preparation of the case in time for Commanding Officer's Orderly Room.

R.P. 3.
A.A. 46 (6).
M.M.L., Ch. IV (22). At the Commanding Officer's investigation the Officer Commanding Company will attend with the Conduct Sheet of accused; the charge will be read out in the presence of the accused and witnesses; the evidence will be given in the presence of the accused; at the request of the accused the evidence may be given on oath, if it is a case with which the Commanding Officer can deal; the accused may cross-examine the witnesses or make a statement.

The Commanding Officer will then decide on one of the following lines of procedure :—

A. Dismiss the case.

R.P. 4. B. Deal with the case according to his powers of punishment.

M.M.L., Ch. IV (23). C. Adjourn the case to have the evidence reduced to writing.

D. Remand for trial by Court-Martial.

E. Apply to Brigade Headquarters for authority for permission to deal with the case.

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A. Commanding Officer may dismiss the case under the following circumstances :—

(a) Evidence doubtful.
(b) Triviality of the case.
R.P. 4 (Note 2). (c) Doubtful whether the act is to the prejudice of good order and military discipline.
(d) Good character of the accused.
(e) Matter of discretion for any reason.
(f) Accused previously acquitted or convicted on the same charge (*i.e.*, the same instance of offence).

B. If the Commanding Officer does not dismiss the case, he will deal with it according to his powers of punishment, unless :—

(a) The case is not clear to him.
R.P. 4 (Note 3). (b) It is obviously a case for Court-Martial.
(c) It is a case with which, under K.R. 487, he has not power to deal without reference to higher authority.

C. Where the case is adjourned to have the evidence reduced to writing, this should, if possible, be done the same day.

R.P. 4. M.M.L., Ch. IV (26 & 27). It is compiled in the form of a Summary of Evidence in accordance with R.P. 4.

Great care should be taken in proper arranging of the evidence.

M.M.L., Ch. IV (28). R.P. 4 (Note 3). R.P. 5. K.R. 488. D. Because the evidence is reduced to writing, it does not follow that the case is remanded for Court-Martial. The Commanding Officer may re-hear the charge and then dismiss the case, deal with it himself, apply to higher authority to deal with the case himself, or remand the case for trial by

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Court-Martial. If it appears doubtful whether the evidence will lead to a conviction, the case should not be remanded for Court-Martial.

K.R. 487. E. The offences with which a Commanding Officer may deal are stated in K.R. 487, and the various sections of the Army Act mentioned therein. If he wishes to dispose of any other case instead of remanding for Court-Martial, he may apply to higher authority.

Awards.

The following are the summary punishments (maximum) which a Commanding Officer, or an Officer Commanding Detachment of field rank, may award :—

A.A. 46. K.R. 493.

Detention	28 days (not in France).
Deductions from ordinary pay ...	to make good damage for loss of arms, equipment, etc., etc.
Fines (for drunkenness only) ...	according to scale stated in K.R. 512 (if field punishment is not awarded).
Field punishment...	28 days.
Deprivation of pay	28 days.

M.M.L., Ch. IV (31 & 38).

A.A. 46 (5). M.M.L., Ch. IV (33). If detention is awarded for absence without leave during a period longer than seven days, the number of days' detention must not exceed the number of days' absence.

A.A. 46 (Note 6). K.R. 494. Detention up to seven days is awarded in hours, over seven days in days.

A.A. 138 & 140. K.R. 495 & 504. A.A. 46 (Note 1). Pay is forfeited automatically apart from the Commanding Officer's powers of punishment for every "day" of illegal absence;

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detention ; field punishment ; in custody on any charge resulting in conviction by Court-Martial ; in custody on a charge of illegal absence for which the Commanding Officer awards detention or field punishment. These are not Commanding Officer's awards, but the accused should be informed as to how many days' pay he forfeits under these headings. This should be recorded in the column " Remarks."

A.A. 140 (2). A.A. 138 (Note 3).

A " day " consists of six or more hours ; if more than twelve hours, pay is forfeited for each calendar day which the period of absence touches.

K R. 494 (Note).

An award of field punishment carries with it deprivation of pay ; if the Commanding Officer wishes the accused to be deprived of fourteen days' pay in addition to undergoing ten days' field punishment, he should award " Ten days' field punishment and to be deprived of twenty-four days' pay."

Field punishment commences on the day of award, even if the accused is already undergoing sentence.

The consecutive awards of a Commanding Officer of field punishment should not aggregate more than 28 days consecutively.

" If field punishment were carried out more rigorously it would act as a far greater deterrent to crime than is often the case.

" A man under sentence, if not in the trenches or on duty or fatigue, should be treated as if he were undergoing imprisonment with hard labour, should be confined and deprived of tobacco, rum or beer."

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With certain exceptions a Commanding Officer is compelled to dispose of cases of drunkenness; it is not implied that a Commanding Officer may not deal with these exceptions. The exceptions are :—

A.A. 46 (3).
A.A 183 (1).
A.A. 46 (Note 9).
K.R. 509 & 510.

(a) If the accused is a non-commissioned officer.

(b) If committed on active service.

(c) If committed on duty.

(d) If committed after being warned for duty.

(e) If accused is rendered unfit for duty in consequence.

(f) If the accused has been convicted of drunkenness not less than four times during the preceding twelve months.

K.R. 512.

The fines for drunkenness (N.B. there are no other " fines ") are stated in K.R. 512. A Commanding Officer may not award a fine in addition to field punishment for drunkenness.

R.M.L. Ch. IV (31).

Apart from summary punishment, the Commanding Officer may award the following minor punishments :—

C.B. or C.C.	up to 14 days.
Extra guards or piquets	for offences connected with those duties.

A.A. 46 (9).
K.R. 494.

A minor punishment may not be awarded in addition to detention, if detention exceeding 168 hours (7 days) is awarded. The whole period of consecutive punishment of detention and confinement to barracks may not exceed 42 days.

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A.A. 46 (Note 16).
K.R. 507.

A Commanding Officer can at any time before the punishment has been completed remit or mitigate a minor or summary punishment. After the punishment has been completed, the Commanding Officer has no power to alter the record.

M.M.L., Ch. IV (36).
A.A. 46 (Note 16).

A Commanding Officer cannot increase a punishment already awarded; the award is considered complete as soon as the man has left the Commanding Officer's presence.

K.R. 500.

No system of punishment other than that allowed by Regulations is to be introduced.

There is no appeal from a Commanding Officer's award, but under certain circumstances the accused may elect to be tried by "District" Court-Martial.

These circumstances are:—

M.M.L., Ch. IV (25).
A.A. 46 (8).
A.A. 46 (Note 12)

(a) When the Commanding Officer proposes to award other than a minor punishment.
(b) When the award or finding involves a forfeiture of pay.

A Company Commander may award minor punishments restricted to:—

M.M.L., Ch. V (37).
K.R. 501

C.B. or C.C.		7 days.
Extra guards and piquets		for offences connected with those duties.

In cases of absence without leave he may award up to 7 days' C.B., and inform the accused of the extent of forfeiture of pay.

The Commanding Officer may further restrict the powers of his Company Commanders if he considers it advisable.

The Commanding Officer may reduce the award of a Company Commander if he considers it excessive.

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PART II.

FIELD GENERAL COURTS-MARTIAL IN FRANCE.

The majority of the points connected with Field General Courts-Martial will be found in A.A. 49; R.P., 105-123; M.M.L., Ch. V, 25 and 26.

ABBREVIATIONS :—

M.M.L., Ch. III. (17)	means	"Manual of Military Law," Chapter III., para. 17.
A.A. 6 (1.k)	,,	Army Act, section 6, sub-section 1, para. k.
R.P. 45 (A)	,,	Rules of Procedure, Rule 45, para. A.

The majority of the points connected with F.G.C.M. will be found in A.A., 49; R.P., 105-123; M.M.L., Ch. V (25 and 26).

Steps Leading to Assembly of a Field General Court-Martial.

(1) Investigation of case by Officer Commanding Company.
(2) Investigation of case by Officer Commanding Battalion.
(3) Evidence reduced to writing (Summary of Evidence).
(4) Reconsideration of case by Officer Commanding Battalion.
(5) Officer Commanding Battalion, unable to deal with case in any other way, remands "for Trial by Field General Court-Martial."
(6) Framing of charge.

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(7) Application for assembly of a Field General Court-Martial.
(8) Field General Court-Martial convened, usually by Headquarters Brigade (in infantry).

How the Battalion Can Assist the Brigade.

(1) By not delaying any of the above stages.
(2) By compiling the summary of evidence on correct lines.
(3) By framing the charge correctly according to the evidence.

Summary of Evidence.

(1) R.P. 4, and Notes thereto, should be carefully studied.
(2) Compiled in the presence of the accused.
(3) Evidence as to facts should be taken in chronological order.
(4) Evidence of each witness should show his number, rank, initials, name, unit. It should then commence with a statement as to his appointment, followed by the time, date and place at which the incident occurred.
(5) If a witness cannot attend to give evidence when the summary is being compiled, a signed Statement may be accepted. The signed Statement will not be accepted as evidence at the trial if accused pleads "Not Guilty."
(6) The accused should receive a copy of the Summary or Statement of Evidence when being informed of the charge on which he will be tried.

Framing Charges.

Responsibility rests with Convening Officer, that is usually General Officer Commanding Infantry Brigade, to whom the Staff-Captain is responsible.

R.P. 108.

(1) A charge sheet is rarely necessary; the charge stated briefly in any wording sufficient to disclose an offence under the A.A. being entered on page 2, column 2, A.F. A 3.

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(2) A.A., 4—41, cover every offence that a soldier can commit.

(3) Charge should be framed solely on the evidence in the summary.

(4) Avoid multiplication of charges.

(5) If charged with a serious offence, minor offences may be dropped.

(6) If doubtful as to which charge to prefer, study the A.A. section concerned, the footnote to the section, the explanatory paragraphs in M.M.L., Ch. III, and the specimen charges shown on pages 650—676 of the M.M.L.

(7) Alternative charges should be marked "ALTERNATIVE" on page 2, column 2, A.F. A 3. For specimen of alternative charges see M.M.L., page 670, example No. 59.

(8) If the accused elected to be tried by Court-Martial, the words "Elects Trial" should be written prominently on A.F. A 3, and also on his charge sheet, if there is one.

Special Points Concerning Certain Charges.

The following points should be observed when compiling summaries of evidence or framing charges. Attention is directed to M.M.L., Ch. III, and the footnotes to the A.A. sections concerned.

Cowardice.

A.A. 4 (7). Usually only under fire, unless evidence is exceptional; absence by itself does not constitute cowardice.

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Offences by Sentries.

A.A. 6 (1 k). Must be proved (*a*) what the post was; (*b*) that he had been properly posted; (*c*) that he was still on duty; (*d*) what rest he had had.

If given permission to leave his post for a short time, he cannot be charged with "leaving his post," even though he does not return.

If found asleep or drunk away from his post, cannot be charged with "sleeping on his post" or "being drunk on his post" (can be charged with "leaving his post").

A telephone operator is not a sentry.

If doubtful if offence comes under A.A. 6 (1), charge under A.A. 40.

Striking or Threatening Superior Officer.

A.A. 8. Note difference between 8 (1) and 8 (2); accused should not be charged under 8 (1) unless his offence was committed under very grave circumstances, and unless it is intended that "Death" be awarded.

Disobedience.

A.A. 9. Note difference between 9 (1) and 9 (2); explanation given in M.M.L., Ch. III, 7—12. Usually charged under 9 (2), unless the disobedience was with a view to intentionally showing "wilful" defiance, and unless it is intended that "Death" be awarded.

In the case of disobedience of a written order, the original order should be produced if possible.

The accused must have had sufficient opportunity of complying with the order.

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Desertion.

A.A. 12.

Implies a special intention with knowledge to do one of the two following :—

(A) Not to return to military duty at all.

(B) To avoid some important military duty.

Under (B) two points must be proved :—

(1) That the accused was absent, and thereby avoided the duty.

(2) That the accused knew with reasonable certainty that he would be required for the special duty.

In order to prove (2) evidence must be given to show :—

(*a*) That accused was warned; or

(*b*) That the Company was warned while the accused was present; or

(*c*) That according to the usual custom of reliefs the accused must have known that the turn of the Company was imminent; or

(*d*) That the period of absence was so long that the accused must have known for certain that he would miss active operations in consequence.

Evidence should be produced to show when the absence commenced, also when and how it terminated. The certificate mentioned in A.A. 163 (j) will be accepted as evidence if accused surrenders himself. If he is arrested while absent, the witnesses of arrest will be required at the trial.

If the accused is arrested in England, A.F. O 1618 should be produced by a witness on oath.

Absence.

A.A. 15.

A charge under 15 (2) of "Failing to Appear at the Place of Parade" should not be preferred on active service. It should be laid under 15 (1), "Absence Without Leave."

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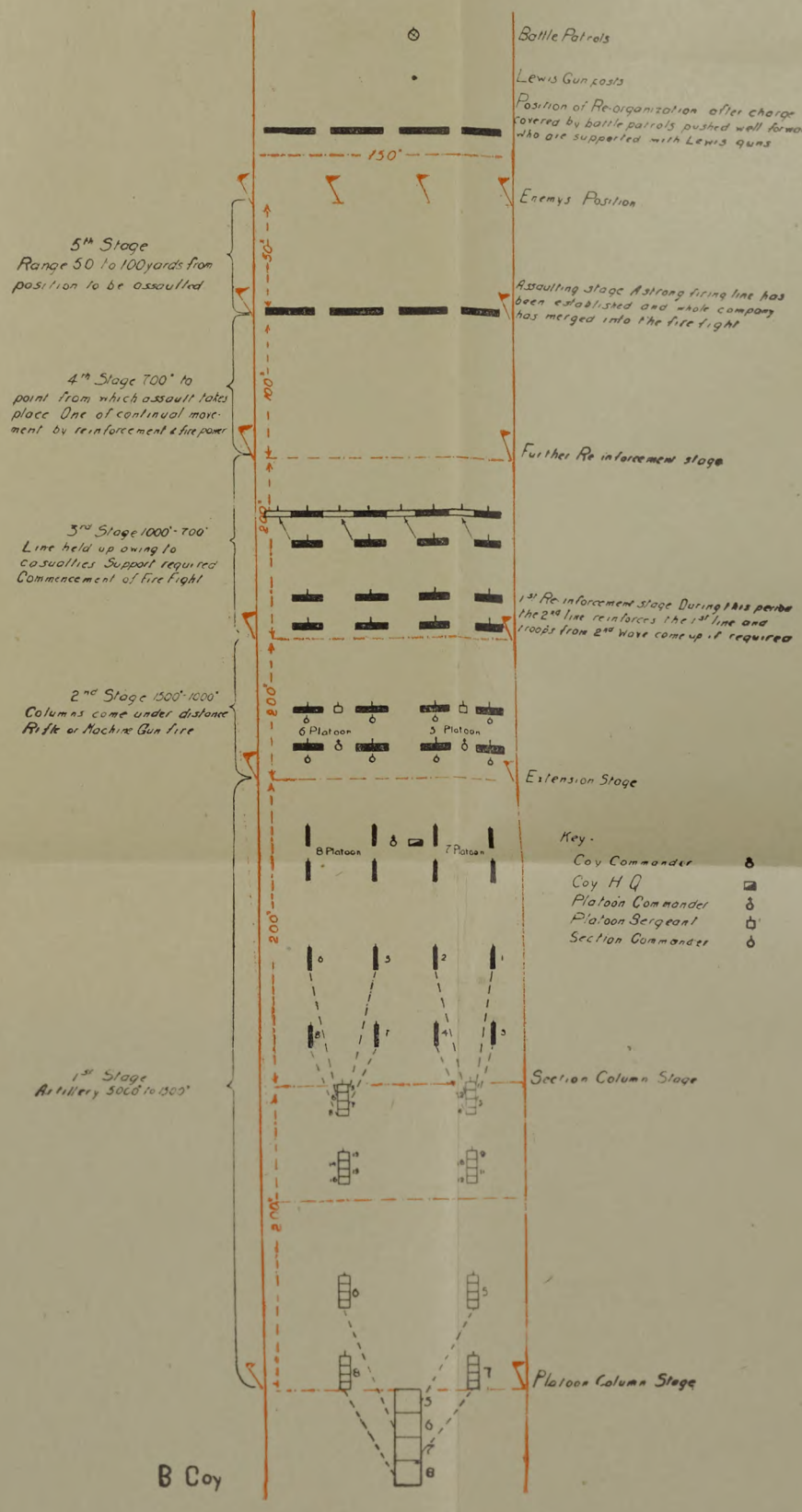
Diagram showing the formation of a Company during stages of practice in the flagged attack The distances shown in red are the minimum distances required to mark out a satisfactory course for this practice attack


Battle Patrols
Lewis Gun posts
Position of Re-organization after charge covered by battle patrols pushed well forward who are supported with Lewis guns
150'
Enemys Position
5th Stage
Range 50 to 100 yards from position to be assaulted
50'
Assaulting stage A strong firing line has been established and whole company has merged into the fire fight
4th Stage 700' to point from which assault takes place One of continual movement by reinforcement & fire power
100'
Further Reinforcement stage
3rd Stage 1000'-700'
Line held up owing to casualties Support required Commencement of fire fight
200'
1st Reinforcement stage During this period the 2nd line reinforces the 1st line and troops from 2nd wave come up if required
2nd Stage 1500'-1000'
Columns come under distance Rifle or Machine Gun fire
6 Platoon
5 Platoon
200'
Extension Stage
8 Platoon
7 Platoon
Key.
Coy Commander
Coy H Q
Platoon Commander
Platoon Sergeant
Section Commander
1st Stage
Artillery 3000 to 1500'
200'
Section Column Stage
200'
Platoon Column Stage
B Coy

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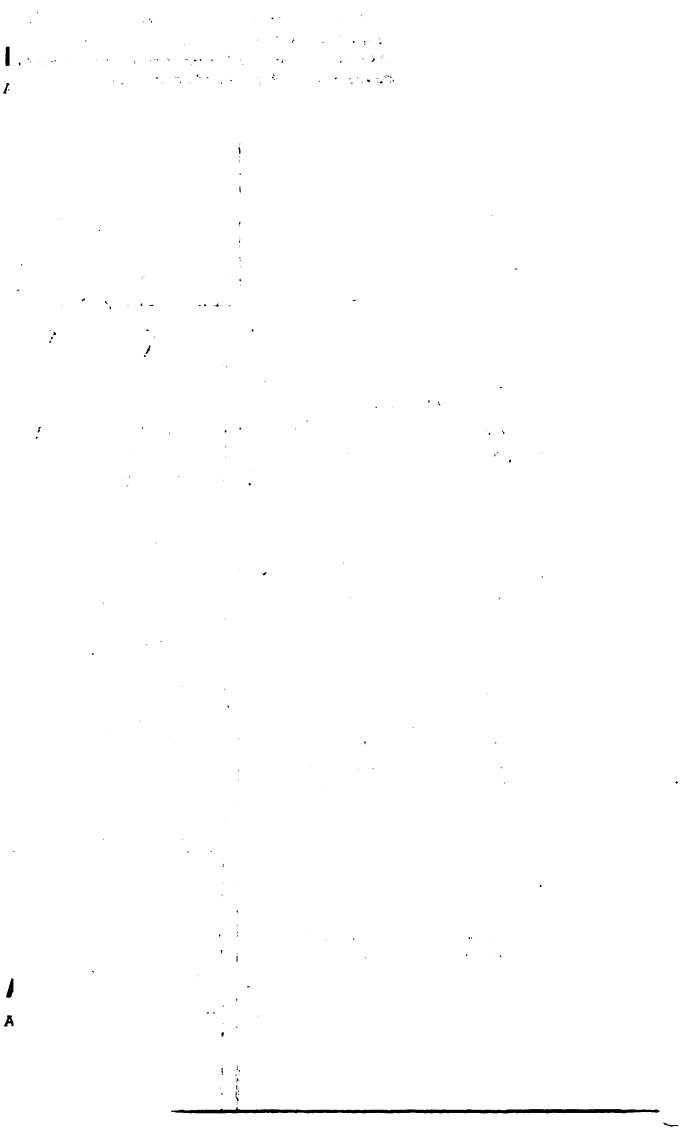

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Self-Inflicted Wounds.

A.A. 18. Usually under A.A. 40, "Neglect to the Prejudice," as it is difficult to prove the "intention" necessary to support a charge of "maiming," under A.A. 18.

The object is to prevent the accused from being withdrawn further from the line or for a longer period than necessary. As soon as medically fit, the man returns to his unit, therefore advisable to award field punishment. Obtain medical evidence as to probable period of incapacity. Field General Court-Martial is usually held at Field Ambulance.

Drunkenness.

A.A. 19. Whether committed on duty or not, the charge will be "Drunkenness"; the question of duty, etc., will be brought out in the particulars.

Reference to violence or insubordination in conjunction with drunkenness, see M.M.L, Ch. III, 30 and 31.

Designation of Accused.

If a private or non-commissioned officer holding acting rank, his permanent rank will be stated with the acting rank in brackets, e.g., private (acting corporal).

Sentence will be awarded in accordance with his permanent rank only. (See sentence 19.)

Reduction from acting rank must not be awarded by Field General Court-Martial. It may be dealt with by Commanding Officer.

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The following information, with an explanation of the offences in question, should be given to reinforcements of all ranks received by a Battalion :—

Offences Punishable by Death.

Offences charged under the following sections of the Army Act are punishable by death, whether committed by Officers or other ranks :—

A.A., Sects. 4; 6 (1); 7; 8 (1); 9 (1).

Offences Punishable by Penal Servitude.

These sections apply to Officers and other ranks :—

A.A., Sects. 5; 8 (2) on active service; 9 (2) on active service; 17.

N.B.—Compare 8 (1) and 8 (2), also 9 (1) and 9 (2).

Offences with Higher Rate of Punishment on Active Service.

A.A., Sects. 6 (1) (A—K); 8 (2); 9 (2); 12.

Application for F.G.C.M.

The following documents should be forwarded by the unit making application :—

(*a*) Summary or Statement of Evidence.

(*b*) Proposed charges.

(*c*) Certified true copy of Conduct Sheet.

Other unnecessary documents should be removed before submitting the application.

Evidence.—(Read M.M.L., Ch. VI.)

(1) The accused is presumed to be innocent until it is proved that he is guilty.

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(2) Irrelevant evidence should be disallowed. Nothing shall be admitted as evidence which does not tend to prove or disprove the charge. The defence is allowed greater latitude in this respect.

(3) The evidence produced must be the best obtainable under the circumstances, e.g., the verbal account of the contents of a document can never be received if the document itself is obtainable.

(4) Hearsay is not evidence; it may be defined as consisting of second-hand statements. Another definition is: "Any statement made in the absence of the accused, whether it was made by a third party or by the witness himself." The rule is: "No statements with reference to a person charged with an offence, relative to the charge, made in his absence can be received in evidence against him."

The written statement of a witness who does not appear before the Court on a plea of "Not Guilty" is classified as "hearsay" so far as that trial is concerned.

The originator of the statement should be called.

(5) Opinion or belief is not evidence.

The witness should state what he saw, heard, or otherwise observed, and the Court draws the inference. This rule does not apply to opinion of experts.

(6) Certain documents are accepted as evidence; these are enumerated in A.A., 163.

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(7) No document is admissible in evidence for the Prosecution unless it is produced by a witness on oath.
(8) Documents produced should be distinctively marked, initialled by the President and attached in proper sequence.
(9) If the case involves disobedience of "written orders," the original should be produced if possible, failing that a certified true copy.

Duties of President.

R.P. 89.

(2) See that accused is not obstructed in accused has a fair trial.
(2) See that accused is not obstructed in his defence.
(3) Will secure presence of witnesses whose evidence he thinks may be material, even though not called either by prosecution or defence.
(4) Must not cross-examine the accused with a view to supplementing the evidence for the prosecution.
(5) It is his duty to assist the accused throughout the trial.

Duties of Prosecutor.

R.P. 89 (Note).

(1) Does not as a rule give evidence before the finding unless on some formal point, e.g., a date.
(2) If prosecutor on more than one case, must be sworn for each separate case.
(3) He must be quite impartial, and will bring out all evidence for or against the accused.
(4) If applicable, he should produce evidence as to provocation or extenuating circumstances.

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Composition of Field General Court-Martial.

R.P. 20 (Note 1). R.P. 106. M.M.L., Ch. V. (26).

(1) Consists of three Officers, if possible of different units.

(2) Field General Court-Martial of less than three members cannot award sentence of death or penal servitude.

(3) President, a Field Officer.

(4) Each member not less than one year's service.

(5) See R.P. 19 as to eligibility and qualifications of members.

If President receives papers before the Court assembles, he should study them carefully, and if any point appears doubtful, consult the Convening Officer.

In any case before the trial commences he should :—

(1) Compare charge with section of A.A.

(2) Read the section and its footnotes.

(3) Split up the charge into its component parts, and decide what separate points will have to be proved in the event of accused pleading not guilty.

Example : A.A. 6 (1 K), "When a soldier acting as a sentinel on active service sleeping on his post."

Following should be proved :—

(*a*) That accused had been posted as a sentry.

(*b*) What his post was.

(*c*) That accused was found asleep.

(*d*) That he was then on his post.

(*e*) That he was then still on duty.

(*f*) What previous rest he had had.

Procedure on Opening the Court.

M.M.L., Ch. V. (37—39).

(1) Check over the papers; see that all is correct.

(2) March in all the accused, prosecutors, witnesses, etc., and read over to them page 1 of A.F. A 3.

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(3) The charge must not be altered in any way by the Court.

(4) Any alteration made to page 1, A.F. A 3, or on first or second column of the schedule, must be initialled by the Convening Officer.

R.P. 110. M.M.L., Ch. V. (44—46).

(5) Give each accused his right of challenge; if challenge is valid, refer to Convening Officer.

A.A. 52 R P. 111. M.M.L., Ch. V. (46—48).

(6) Swear the members of the Court; members first, then the President.

(7) March out everyone except the accused, the escort, the prosecutor, the friend of accused.

R.P. 25. R.P. 112. M.M.L., Ch. V. 54—56).

(8) Arraign the accused, and enter in column 3 of page 2, A.F. A3, his plea on each charge.

Choice of Plea.

(1) President will ascertain that accused understands meaning of charge in detail.

(2) The effect of a plea of " Guilty " will be explained and the difference in the procedure resulting.

(3) President will advise accused to withdraw plea of " Guilty," if it appears from the summary that he should plead " Not Guilty."

(4) Accused must not be allowed to plead " Guilty " to charge for which " Death " is likely to be awarded.

(5) If accused is charged with several offences and pleads " Guilty " to some and " Not Guilty " to others, the latter will be dealt with first.

(6) When an alternative charge is preferred, and the accused pleads " Guilty " to the more serious

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charge, the Court, instead of trying him, may record a finding of " Not Guilty " on the lesser charge.

If accused pleads " Not Guilty " to the more serious charge, the Court may proceed as if accused had pleaded " Not Guilty " to both charges.

A plea of " Guilty " cannot be taken on both charges.

(7) At any time during the trial (e.g., statement in mitigation) the President may alter a plea of " Guilty " to " Not Guilty," and proceed with the trial in accordance with the new plea.

On Plea of Guilty.

R P. 37.

(1) Summary is attached; if not available, sufficient evidence on oath to be taken down for guidance of Convening Officer as to gravity of offence.

Plea of " Guilty " covers all defects in evidence, unless it is obvious that an injustice is being inflicted on the accused.

(2) Statement in mitigation, if offered, is taken down.

(3) Evidence as to character is taken down, or an entry to the effect that none is available. (See p. 3 on a finding of " Guilty.")

(4) Complete and sign A.F. A 3.

On Plea of Not Guilty.

R.P. 114

(1) Summary is not used as evidence against accused.

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(2) Evidence on oath by witnesses for prosecution will be taken down in *narrative* form. (See sample Summary of Evidence.)

(If possible avoid taking down in form of Question and Answer.)

R.P. 40. (3) Evidence on oath for defence.

(4) Accused may give evidence on oath, or hand in a written statement on oath, and be liable to cross-examination; evidence on oath, or a written statement not on oath, and not liable to cross-examination; or say nothing. The accused should be so informed by the President.

(5) Accused may call witnesses as to character *before* the finding; he is liable to cross-examination, or rebutting evidence may be obtained.

(6) If he urges a valid plea on medical grounds, a medical witness should be called to corroborate or rebut. If it is offered as a defence, this evidence should be taken before the finding. If in mitigation, then after the finding.

(7) Omit such phrases, "Witness withdraws," "Prosecution is closed," etc.

Finding (See R.P., 43 and 44).

(1) Finding on each separate charge must be entered on page 2, column 4, A.F. A 3; this applies also to alternative charges.

(2) If the plea is "Guilty," the finding of "Guilty" must also be entered, even though no evidence is taken.

A.A. 53 (8). R.P. 117. (3) In the event of an equality of notes the finding is entered as "Not Guilty."

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(4) If in doubt on which alternative charge to convict accused, find "Guilty" on the lesser charge.

R.P. 45 (A). (5) If the finding is "Not Guilty," the accused should be so informed and released. An acquittal does not require confirmation.

On a Finding of Guilty.

(1) Evidence as to good character and particulars of service should be taken down.

(2) If no evidence as to character is available, an entry to that effect should be made.

(3) Any evidence as to good character is admissible. A written statement, if handed in, will be accepted, although the writer is not present.

(4) Evidence as to BAD character should not be taken.

(5) It should be stated as to whether evidence as to character is taken before or after the finding.

(6) Certified true copy of A.F. B 122 (Field Conduct Sheet) should be attached to A.F. A 3. The Conduct Sheet should have written on it "Certified true copy," signed by an Officer, and dated. It should be produced by the Prosecutor on oath, compared by the Court with the original, initialled by the President, and attached to the proceedings.

(7) If accused is under a suspended sentence or a sentence of field punishment, the Court will be informed of this *after* the finding, and the fact will be recorded.

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(8) When evidence as to character is taken, it should be stated whether it is taken *before* or *after* the finding.

Sentence.

(1) Before passing sentence (i.e., after the finding), accused will be asked if he has anything further to say in mitigation of punishment. If he declines to make a statement the fact should be recorded.

R.P. 48.
R.P. 49.

(2) Only one sentence will be awarded, although convicted on more than one charge.

M.M.L. Ch. V. (80—88)

(3) Where authorised by A.A., sentence may consist of more than one punishment (e.g., reduction to the ranks plus stoppages).

K.R. 583.

(4) Sentence is entered on page 2, column 4, A.F. A 3, below all the findings.

(5) Should be stated briefly, e.g., "3 months' F.P. No. 1," "2 years' I.H.L.," "Death," etc.

(6) Maximum punishment is shown in the section of A.A. under which charge is laid.

(7) "Such less punishment" is shown in A.A. 44.

A.A. 49 (1d).
A.A. 49 (2).

(8) Sentence of "Death" cannot be awarded unless Court consists of not less than three members, and all are in agreement as to sentence.

A A. 44.

(9) Penal servitude cannot be awarded for *less* than three years. The Court must consist of not less than three members.

(10) Imprisonment, with or without hard labour, cannot be awarded for *more* than two years. (*N.B.*—Do not award imprisonment without hard labour.

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(11) Field punishment cannot be awarded for more than three months, including any sentence he may be already undergoing.

(12) Punishments up to three months should be awarded in field punishment and not in imprisonment with hard labour.

(13) Detention or discharge with ignominy should not be awarded in France.

(14) Forfeiture of pay up to three months may be awarded on active service, in addition to, or without, other punishment. (*N.B.*—Field punishment and forfeiture of pay run concurrently.)

(15) Forfeiture of seniority, reduction to a lower grade, reduction to the ranks (applies to non-commissioned officers, but not to temporary or acting appointments; acting and lance ranks can only be dealt with by the Commanding Officer).

(16) Fines, for drunkenness only, up to £1. (See A.A. 19.)

(17) Stoppages; the amount of damage must be stated in the charge and proved.

(18) No punishment other than that mentioned in A.A. 44 may be awarded; thus a Court cannot award confinement to barracks, nor reprimand, nor severe reprimand, of non-commissioned officers; it may reprimand an Officer.

(19) A non-commissioned officer reduced to the ranks may in addition be awarded any punishment applicable to a private soldier, the reduction being awarded first.

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Any sentence involving loss of liberty, e.g., one day's field punishment or upwards, will automatically reduce any non-commissioned officer, "acting" or otherwise, to the ranks.

Deprivation of acting or lance rank can only be awarded by a Commanding Officer. It may not be awarded by Court-Martial.

N.B.—In deciding on both the finding and sentence, every member must give his opinion, beginning with the junior in rank.

A.A. 53 (8).

Finding.—In case of equality of votes, accused is acquitted.

Sentence.—In case of equality of votes, President has a second or deciding vote.

Order of Seriousness of Offences.

(1) With premeditation, without provocation.
(2) With premeditation, with provocation.
(3) Without premeditation, without provocation.
(4) Without premeditation, with provocation.

In cases of doubt as to the amount of punishment to be awarded, this classification is a useful guide.

Completion of A.F. A 3.

(1) Sentence having been entered, President must sign at the bottom of page 2, and also the certificate on page 3.
(2) Only documents used at the trial, and of them only those that are necessary, should be attached to A.F. A 3.

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(3) The following only are required, and should be attached in the order named :—

(A) On a plea of " Guilty " :—

(*a*) Summary of evidence.
(*b*) Evidence of character.
(*c*) Statement, if any, made by accused in mitigation of punishment.
(*d*) Certified true copy of conduct sheet, which must be initialled by the President.

(B) On a plea of " Not Guilty " :—

(*a*) Charge sheet (in complicated or special cases only).
(*b*) Evidence taken at the trial.
(*c*) Any exhibits produced.
(*d*) Evidence of character taken after the finding.
(*e*) Certified true copy of conduct sheet, which must be initialled.

The other numerous Army Forms and documents which are sometimes laid before the Court may be destroyed; they should not be forwarded with the proceedings.

Confirmation and Promulgation.

The Confirming Officer is usually the Officer who convened the Court.

An acquittal does not require confirmation.

If the finding and sentence are confirmed, the word " Confirmed " will be entered in the last column of page 2, A.F. A 3, and the Certificate C on page 3 signed by the Confirming Officer.

The proceedings are then returned to the unit; the Officer Commanding Unit promulgates the finding and sentence, publishes

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them in Battalion Orders, Part II, and enters the following certificate at the foot of page 3 :—

"Promulgated and extracts taken at..... .....this .....day of ..... 1917."

Signature.

The proceedings are then returned without delay through the usual channels.

The following sentences should not, however, be promulgated until final approval has been received from higher authority.

Officers.—Death, Penal Servitude, Imprisonment, Cashiering, Dismissal.
Other ranks.—Death.

N.B.—Every effort should be made to expedite Court-Martial cases. The object of Field General Court-Martial is to bring an offender to justice without delay.

Notification to Base.

Officers Commanding Units are responsible that the following particulars are entered on A.F. B 2069 and forwarded to Deputy Adjutant-General, Base :—

Date and place of trial, charge, finding, sentence, confirmation and authority, remission (if any), time in confinement awaiting trial.

Death Sentence for "Constructive" Desertion.

Following information to be forwarded by the Confirming Officer with the proceedings

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if " Death " is awarded for "Constructive" Desertion :—

(1) Character—fighting as well as behaviour, previous conduct in action, period of service in Expeditionary Force.

(2) State of discipline of his unit.

(3) Commanding Officer's opinion, based on his personal knowledge (or that of his Officers) of the man's characteristics, as to whether the offence was *deliberately* committed with the sole object of avoiding the particular service specified.

(4) The reasons *why* the various authorities recommend that the extreme penalty be inflicted or otherwise.

Object :—To prevent a good fighting man from being shot for absence resulting from simple absence or a drunken spree.

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CHAPTER XX.

AN ADDRESS TO THE SENIOR OFFICERS on THE RÔLE AND THE RESPONSIBILITIES OF THE COMMANDING OFFICER IN A BATTALION MESS, by THE COMMANDANT. August, 1917.

The general state and efficiency of a Regiment can be quickly gauged by the tone and bearing of its Officers when in their Mess. It is the duty of a Commanding Officer to first set the standard of life and then to insist on his Officers living up to that standard. The Commanding Officer who does so is correctly interpreting one of the many responsibilities that are his and his alone.

BEFORE THE WAR.

I think perhaps there is a tendency on the part of Commanding Officers, and a tendency that is not unnatural in these days, to overlook the traditions and customs of the Mess of the British Army and the importance generally that the Mess plays in the life of a Regiment. In the pre-war days the Soul of the Regiment, so to speak, could be found in the ante-room or dining-room of an Officers' Mess, and from the Officers gathered together in one or other of those rooms emanated the tone and standard of life of every individual of the Regiment. If their conversation or their actions generally were not all that could

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be desired, the effect was evident throughout the Regiment, the sergeants, then the corporals, and then the privates taking their standard and example from their Officers, and living well up to that standard and example, whether it was a high or low one.

A stranger in the old days walking into the ante-room of a Regiment in which were seated a number of Officers could at a glance gauge the standard of life and the tone generally of that Regiment. If they immediately got up from their seats and received him as one gentleman should receive another coming into his house for the first time; if their conversation revealed a proper tone and spirit; if their appearance generally was what the appearance of Officers should be—the stranger, without doubt, left the Mess with the impression that he had just left a Regiment in which the Officers were gentlemen, and who were all maintaining the best traditions of the Officer class of His Majesty's Army. And he would be perfectly justified in deciding off-hand that the tone and general standard of all ranks of that Regiment probably approached the same standard set by its Officers.

If, on the contrary, he had been coldly received; if the Officers remained seated with the exception, perhaps, of one young subaltern, who, being a gentleman himself, knew at any rate what his rôle was on such an occasion, and stood up and alone welcomed the visitor; if their conversation disclosed a bad tone and a bad spirit; if, in addition, they were standing each other drinks in their own Mess; and if their appearance was not at all in keeping with what the stranger—himself an Officer—was accustomed to in his own Regiment; and if, finally, the general appearance of the ante-room was more in keeping with that of the smoking-room of a second-class provincial club than with that of the ante-room of a British Regiment—the stranger would be equally justified in coming to the decision that he was in the Mess of a Regiment in which the tone and general standard was decidedly not in accordance with the best traditions of the British Officer, and he would

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be equally justified in assuming that a similar state of things, e.g., bad tone and a low standard of life and discipline, probably existed throughout the whole Regiment.

In a word, the Officers' Mess in the pre-war days set the standard of life for the Regiment, and its general state and efficiency varied, according as the tone was good or bad in that Mess. And this being the case before the Great War, it is interesting to turn to the situation to-day, and to see whether those sound principles and rules of Mess life, which meant so much to us all, and which were so highly prized by all the Officers of the Old Regular Army, still hold the same position and carry the same weight in the Battalions of not only the Old Regular Army, but of every Battalion, no matter to what Army, viz., New, Territorial, or Overseas, that Battalion may belong.

THE SITUATION TO-DAY.

The Notes, Lectures, and Addresses contained in this Book deal particularly with the present day situation, and it is therefore essential that we should here concentrate on the Mess question as it presents itself to us, and show how it bears on the tone and standard of each individual unit. As one who derives great pleasure in getting to know—really getting to know—the Officers of every branch and arm of the service, I can only tell you that in the course of my visits to the Messes of other Regiments—in all of which I am bent on making friends—I have found a very marked difference in the tone and standard of the various Officers' Messes I have chanced to visit. On entering the billet, in which perhaps the Headquarters Mess or a Company Mess may have been installed, I have been received in both the manners described above, and as a result of my reception I have been able to sum up very quickly the general state of the Regiment. It will, if I enumerate the essential factors in preserving in the Officers' Messes a proper tone, perhaps help me to make my points,

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and also help you whom I am addressing when you find yourselves in command of one or other of those splendid Battalions of our Army in France, to conduct your Messes in the manner which before the war was traditional of the best Regiments of our Army. I therefore do so.

MESS RULES.

In every Battalion there should be Mess Rules in print, a copy of which should be given to every Officer on joining. The nature of these Rules for a Battalion on service in the Field must vary according to the circumstances in which the Battalion finds itself placed, but the Mess Rules of this School which are attached to this paper are a sample of what is usual for a Battalion serving under peace conditions. It is impracticable for all these Rules to be observed on Service, but it is the duty of any Commanding Officer serving with a Battalion in the field to see that the spirit of such Rules are observed by his Officers as far as the conditions existing at the time permit. The mere drawing up and issuing of Orders, Rules, or Regulations is a waste of time if the matter is not pursued further. It is the duty and rôle of the Commanding Officer to see that his orders are observed, and this can only be provided he himself takes a live and active part in ensuring that they are. I now propose to take and discuss in detail each of the things that matter in the proper conduct of an Officers' Mess.

THE BEARING OF THE OFFICERS OF A REGIMENT TOWARDS STRANGERS.

First and foremost the Officers should realise the importance of knowing what their duties are, whether in a Battalion or a Company Mess, when a stranger enters their billet. Those who remain seated or silent create a bad impression, whereas those who immediately get up and say "Good-morning" or "Good-afternoon"—adding the word "sir" if the stranger,

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be he soldier or civilian, is senior in rank or years—and follow it up by asking the stranger if he will not sit down, or what they can do for him, and who, if a meal is just about to commence, invite him to stay and join them, create a very good impression. I have already told you that I have often entered Messes, both Battalion and Company, and found the two situations as described, and I have left with the impression that each created so firmly in my mind that I do not hesitate to emphasise to you the importance of giving your Officers very clear direction as to their duties in this respect, and to ask you to do all in your power to put them on the right lines.

The offering of hospitality, or, rather, the manner and method of offering hospitality, will reveal the tone of the Mess. There are certain Officers who are under the impression that if a stranger entered an Officers' Mess in the pre-war days he could not be permitted to leave it until at least two or three drinks had been ordered and drank; or if he accepted an invitation to dine he could not be said to have really dined unless he had drunk a great deal more than he really wished to. Certainly there were one or two isolated cases of Regiments in which the Officers drank a good deal more than was good either for themselves or for the reputation of the Service, and in which the standing of each other drinks was permitted and encouraged. A stranger dining in such a Mess probably had to fight hard to avoid drinking more than the two or three glasses of wine he wanted during dinner, and afterwards the mild fight at the dining table probably developed into a real battle against the whiskies and sodas in the billiard-room. It is not true hospitality to force it on your guests, and whenever I meet with an Officer who persists in trying to force me to take that which I neither require or desire, the opinion I form of him and of his Regiment is generally an adverse one. Make your Officers realise that in asking an Officer to dine and sending him away in a semi-drunken condition they are doing both their own Regiment and their guest a grave injury, the after effects of which are often at the

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moment not considered. No Regiment in which the Officers systematically conduct their Mess on these lines can ever be regarded as an efficient Regiment. Teach your Officers to receive strangers as they would receive them in their own homes, and this, I assure you, is all that we aim at in the Mess life of the British Army.

THE BEARING OF THE OFFICERS OF A REGIMENT TOWARDS EACH OTHER.

It is traditional of the old Regular Army that the Officers, when meeting each other in their own Mess, unbend, so to speak, and, with certain exceptions, treat each other more or less as equals. So it should be in the case of every Regiment to-day, and this address to you aims at effecting this. In my Regiment it is the custom for every Officer to address each other by their Christian or any nickname each may have, the only exception being the Commanding Officer, who, though applying the same principle to all his officers, is himself invariably addressed as "Sir" or "Colonel." Similarly the Second-in-Command is invariably addressed as "Sir" or "Major," but all other Majors are, so far as this point is concerned, addressed as Dick, Tom, or Harry, and the result of it all is we find in this the framework of a form of Mess life which suggests from the start the "happy family." Contrast this Mess with one in which the strictest formality is the order of the day; where the etiquette of the parade ground is carried right into the dining-room; where the Colonel is continually referring to his Officers as Mr. "So-and-So"; where it is nothing but Major "This" and Major "That"; where at dinner an Officer who wants perhaps the salt, says to his neighbour, "Mr. Jones, will you please pass the salt?" If you do contrast this Regiment with the other, I do not think that there is any doubt as to which is the most comfortable to live in, and when we are aiming to-day at keeping everybody merry and bright there is no doubt that every Commanding Officer should, and must, ensure that the Mess

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life of his Officers is conducted on the lines of the former rather than on those of the latter. But because I suggest to you the desirability of beating down all formality in the Mess, I do not for one moment suggest that the Senior Officers of a Regiment are not entitled to the respect their rank and years demand, and the younger Officers, when in the presence of their seniors, will do well not to assert themselves too much, either in their conversation or in their general attitude and bearing. For instance, it is not a good thing for the Junior Officers to possess themselves of all the comfortable chairs in a billet whilst their seniors stand, or to take possession of every paper in the Mess with their Commanding Officer standing by and waiting for something to read, or to take the only pack of cards and table available for a rubber of bridge, without asking, perhaps, the Second-in-Command or the Senior Officers present if they desire to play.

These are points of ordinary common politeness which will in good Regiments always be remembered, and which go hand in hand with the happy family type of Mess. My only other remark under this heading is the duty the Officers of a Mess (Regimental or Company) owe to each other in the matter of their personal cleanliness and appearance and behaviour in Mess. To sit down to table next to an Officer who has omitted to brush his hair, to wash—really wash—his hands, or, after the day's work, to change his clothes, is not pleasant, and does not make for harmony. I suggest to you that it is your duty, or the duty of your Second-in-Command, to see that your Officers comport themselves correctly in this respect, and I know that many of them will only do so provided you yourselves give them direction and friendly advice on the lines they should go. Again, to see an Officer who obviously does not know how to use his knife and fork, or what to do with his napkin if he has one, is not an inspiring spectacle, neither is this conducive to the good tone all of us desire to see throughout the Officers' Messes of our Imperial Army. Many Commanding Officers, however, permit these breaches of etiquette to go unchecked, and

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yet they are the first to cry out and bemoan the habits and general behaviour in Mess of the young Officer of to-day.

THE GENERAL STATE OF A MESS.

I do not think anyone will disagree with me when I say that to enter a room occupied as a Mess, and to find it in a very dirty and untidy state, depresses one at once and lowers the Moral. It is the old story of endeavouring to raise the tone of the working classes while condemning them at the same time to live in the worst surroundings and under the most adverse conditions. It cannot be done. To raise the tone of their conversation and their general standard of living, you must first of all get them to live under conditions more nearly approximating to our own conditions of life. So it is in the Army. If we would see a high standard of life and the best traditions of the Old British Army observed in this respect, we must first of all ensure that the Officers are living as gentlemen and in a manner befitting those who hold His Majesty's Commission. This will not be if you Commanding Officers permit your own Messes to be run on squalid lines and your young Officers to follow your example. Therefore I say to you, "See to the points that matter; see to it that your Mess appurtenances are sufficient in quantity, and of the right quality; see to it that the tablecloths are clean, and that the knives, forks, spoons and plates are equally clean; do not permit your servants to lay a dirty and untidy table, or to appear themselves at your table in a dirty, unshaved, and untidy state; and, above all, see to it that your Mess-rooms in billets have at all times a bright and cheerful appearance." It makes such a difference to the temper, mood and Moral of the Officers of a Battalion when they are living in a well-appointed and well-kept Mess, as compared to when they are living in dirty, squalid and cheerless surroundings. Flowers are a great help. On me they have the same effect as music does; they raise my Moral, and all

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through my period of command in France, both in billets and in my headquarters in the front line, my Mess servants had orders to get flowers whenever possible for the Mess table. Remember that the example you set in your Headquarters Mess will be immediately imitated by your Company Commanders, and the Company Messes will be good or bad according to the standard set in the Headquarters Mess in this particular respect, and so I ask you to ensure that none of the points referred to under this heading are ever lost sight of.

THE MESS STAFF.

First and foremost comes the choice of a Mess President. I do not propose to lay down any hard and fast rule on this subject, because I have met Regiments in France in which the Mess President's duties have been filled, and filled well, by the Second-in-Command, the Padre, the Medical Officer, and the Transport Officer. All I do say is this: Whomever you do select, impress on him the importance you attach to the appointment, and make him realise that the successful and satisfactory performance of his duties will add much to the general happiness and comfort of the whole of your Officers, and very greatly assist them in the performance of their work. Make him realise this, and if at the same time you give him your ideas on what you consider should be the lines on which an Officers' Mess should be conducted, you will ensure success from the very commencement of his appointment. You will find that according to the importance which you attach to, and the interest you take in, the Mess President and his duties, so will you find your own Mess and the Company Messes conducted. Take an interest in him, and all will be well; disregard him, and nothing will go right.

Next to the Mess President comes the Mess Sergeant. This individual, who should be well chosen, is essential for the proper conduct of the Regimental Mess, and without him a Mess President will always find it difficult to carry on. I have known cases where the Mess Presi-

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dent has endeavoured to carry on without one, and he has made good up to a certain point, but sooner or later the want of such an individual has been felt, and a good deal of inconvenience and discomfort caused in consequence. I therefore strongly urge you to keep this appointment and to select the most suitable man you have in your Battalion for the duties. If you yourself will take the same interest in him as you do in your Mess President, and will let him know and see the importance you attach to a correct standard of living, and to proper surroundings in an Officers' Mess, he will repeat your words to his staff, viz., the Cook, Kitchen Man, and Waiters, and all will strive with him to study your wishes, because they know what you think and feel regarding Messes generally and your own in particular. Above all, insist on the staff being adequate in numbers, and do not for a moment expect anything but dirt, discomfort, and general dissatisfaction if your Mess President, either because of economy of purse or men, attempts to run the Mess with an insufficient staff. A Mess Sergeant, a Cook, a Kitchen Man, and one good Waiter are absolutely essential in a Headquarters Mess, and do not let the number of your Mess staff go below this.

STANDARD OF LIVING.

Now let us discuss for a few moments what should be the proper standard of living in an Officers' Mess. There are a certain number of Officers who have their stomachs lined with the same material as the inside of the lady who was 60 cubits long and 30 cubits wide in Lieutenant-General Sir Henry Wilson's story,* viz., with tar and pitch, and no matter what you put in front of them they will pass it down and be perfectly satisfied with the situation. And as long as these officers themselves are perfectly satisfied with this fare, and confine their disregard of what goes into their stomachs to

* An amusing story told by Lieut.-General Sir H. H. Wilson, K.C.B., when addressing the Senior Officers on "Our Friends and Enemies in the War" August, 1917.

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themselves, all is well. When, however, they presume to dictate to the rest of the Officers that their stomachs should be able to submit to the same hard usage as their own, and not only dictate but insist, then we at once find a most uncomfortable, unpleasant, and falsely economical Mess. By the expression "falsely economical," I mean that the Officer in question thinks that by ordering his Officers to live on their rations, and to put badly-cooked food into their stomachs, he is economising and making it simple and easy for his Officers to live. Well, he certainly is economising from the financial point of view, but in insisting on a standard of living that is well below that to which many of them are accustomed, he affects the health of some of his Officers, and because bad health leads to loss of Moral, he is really economising financially at the expense of Moral, and this is practising a very false economy. If our Officers are insufficiently fed and are living under depressing conditions, their health will certainly suffer, and with the loss of health comes irritation, loss of temper, and weak Moral, and when this state of things prevails we all know that the men frequently suffer. I have personally lived in many Messes, and have by design and on principle had many a meal in many other Messes (Army, Corps, Divisional, Brigade, Battalion, Battery, and Company), and I definitely state that in those Messes in which the Senior Officer has that peculiar stomach and those ideas of living, a general air of depression has been manifest throughout the meal. Listen to this:—Bully-Beef, Biscuit, Cheese, and Butter, washed down with Tea, as opposed to Soup, Saumon Mayonnaise, Filet de Bœuf aux Champignons, Pêche Melba, Sardines au Croût, washed down with Heidsiek (Triple sec), 1906, followed by a cup of Coffee, a glass of Old Brandy, and a "Bon Cigare." You can picture the two types of Messes, and you can almost scent the air of depression in the one, and hear the laughter in the other, with its Commanding Officer and his Officers all full of life and "bonnes histoires." Take my advice, gentlemen, and have nothing to do

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with the "Bully-Beef" set! Live well yourselves and enjoy your food and make all your young Officers do likewise, and above all invite your General, not once, but frequently, to dinner, and see to it that you do him well. Should he be disposed to soda water rather than a glass of champagne, arrange that there is **by mere chance** nothing to drink except champagne! When in close touch with big towns, like Amiens, Boulogne, Doullens, Ypres, etc., see that your Mess President does not forget the fact, and when out of touch then have a standing order with Fortnum and Mason, of Piccadilly, or other equally well-known firm of **"Moral-Raisers,"** to supply you with some of the good things that still come to these shores, in spite of the "Hun" and his "Hunnish" devices.

CONCLUSION.

I have nothing further to add, except this: I trust that I have not, in advocating a standard of living which may appear to some to be not quite in keeping with the times in which we are living, created the impression that I am of the opinion that unless an Officer is eating the richest of food and drinking champagne he cannot carry on his duties in a manner both satisfactory to himself and his Regiment. Nothing is further from my mind, and I hope that no Officer who reads this address will take that impression away with him. I am, however, desirous of drawing attention to the danger of Officers living in surroundings that are not in keeping with the surroundings of the Officer class of His Majesty's Army, and of accepting fare that is altogether different to that to which many of them have been accustomed, and I hope that I have succeeded. The Commanding Officer who, because his Regiment is on Active Service, thinks and lays down that everybody must live on his rations and in discomfort is a dangerous type, and although, I will admit, he is ignorant of the fact, still he does an immense amount of harm to the Moral of his Regiment.

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The British Officer will live on anything—even down to acorns and black beetles—should the occasion demand it. But, gentlemen, the occasion has not yet called for such sacrifice on our part, and until it does I say live well, and in the Mess Regulations of your Regiment let the following formulæ occupy a very prominent position :—

Bully Beef Hard Biscuit Plum and Apple Jam Tea and Virginia Cigarettes	Produce (partaken in silence)	Stomach Ache. Indigestion Irritation of Mind. Depression. Pessimism and Weak Moral

and

A BAD SHOW.

Whereas—

*Consômmé Saumon Mayonnaise Filet de Bœuf aux Champignons Pêche Melba Sardines au Croûte Heidsick, 1906 A Glass of Old Brandy and A Corona	Produce (to the strains of the Battalion Orchestra)	Contentment of Mind. Peace with all Men except the Hun. Bonnes Histoires. Mirth. Laughter. Optimism and Strong Moral.

and

A GOOD SHOW.

*The above is a simple dinner that any Mess President should be able to produce for his officers, and it is a menu that I have enjoyed during the hardest times in France, both as a Battalion and as a Company Commander : what time my men were getting all that human power could get them, e.g., their rations, plenty of beer, a good Regimental Supper Bar, and every drop of RUM obtainable, and everyone—officers and men—were in good heart and merry and bright in consequence, even during the hardest days of the Second Battle of YPRES.

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MESS RULES FOR THE SENIOR OFFICERS' SCHOOL AND INSTRUCTORS' SCHOOL, ALDERSHOT.

1. Committee.

A Committee will be formed in each Mess, consisting of three Dining Members, the Senior of whom will be President. One member to be responsible for the messing, wine, etc., the other for the ante-rooms.

2. Guest Nights.

(*a*) There will be one Guest Night every week. On this night the health of His Majesty the King will invariably be proposed and drunk.

(*b*) Should a band be playing, the Bandmaster will be invited to drink wine with the Officers.

3. Etiquette.

(*a*) The Senior Officer in Mess is responsible for the tone and behaviour of the Officers, and for the observance of all rules of the Mess.

(*b*) At Mess all Members are equal, at the same time Junior Officers must not forget the respect due to their seniors in rank, age, and service.

(*c*) All Officers present will stand up when a stranger enters the Mess.

(*d*) When the Senior Officer dining enters the anteroom he is to be addressed "Good-evening, Sir."

(*e*) No Officer will leave the Mess table at dinner—

(i.) When a Mess guest is dining until the guest has left the table.

(ii.) At any other time until the wine has passed round once.

If for urgent reasons a Member wishes to leave before the wine has passed, he must ask permission either from the President or the Vice-President.

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(*f*) No letters or telegrams are to be opened at the table without first asking the permission of the President or Vice-President to do so.

(*g*) No member will start smoking before the wine has passed round once, nor will anyone smoke in the ante-rooms or halls half an hour before dinner.

(*h*) Between meal hours no drinks will be served anywhere except in the ante-rooms. Drinks are not allowed to be served in Officers' bedrooms.

(*i*) Standing of drinks by Members of the same Mess to each other is not in keeping with the traditions of the Mess life in the Army, and is strictly prohibited.

(*j*) Ladies' names will never be mentioned in Mess.

(*k*) A Member coming in late to Mess must invariably apologise to the President or to the Vice-President.

4. Cards.

Mess points will be 1/- a hundred.
Gambling is prohibited in Officers' bedrooms.

5. Dress.

Officers will change into slacks or other suitable kit after the day's work.

6. Papers.

The Mess Papers are to be folded up and replaced on the table, and not left lying about on the floor.

7. Complaints.

Any Officer who wishes to make a complaint must do so to the Mess President. On no account will any rebuke or complaint be made to any of the Mess servants.

8. Registered Letters and Parcels.

Registered letters and parcels will not be left about. The Mess President will make special arrangements for the issue of registered letters and parcels, and see that a receipt book is kept and duly signed

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9. Closing of Mess.

The Mess will be closed at midnight, except on recognised Guest Nights.

10. Daily Messing Book.

This book will be placed in the Mess every day, and members are responsible that their accounts are correct.

11. Mess Bills.

Mess bills must be paid by the 3rd of each month, and the final one settled before leaving the School.

NOTES ON THE ABOVE.

1. The Brigadier enters the various Messes so frequently that he does not wish Officers as he enters to stand up. If the Brigadier, when standing himself, addresses himself to an Officer who is sitting, that Officer should at once stand up.

2. With regard to 2 (*a*) and 2 (*b*) above—

(*a*) The King's health will be proposed by the President, responded to by the Vice-President, and drunk standing by all Members present.

(*b*) The toast will be delivered in the following manner :—

The President, " Mr. Vice, the King."
The Vice-President, " Gentlemen, the King."
The band, if present, will play the National Anthem, and then
The Dining Members, " The King, God bless him."

3. With regard to 3 (*c*) : When speaking to the Officers with regard to Mess Etiquette, the Commandant wishes the Syndicate Commanders to emphasise the importance of Officers immediately rising if a stranger enters their Mess, and of Commanding Officers giving their younger Officers instruction in this point

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when they first join their Regiments in France or elsewhere. (*N.B.*—The definition of a "stranger" is an Officer who is neither a Member nor an Honorary Member of the Mess.)

4. With regard to 5 (dress): Syndicate Commanders will, when discussing Mess Etiquette with their Syndicates, emphasise the importance of Commanding Officers insisting on their Officers always, in France and elsewhere, changing their clothes for dinner, and of setting the best possible example in this respect themselves.

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